Fiscal Year 2017

City of Raleigh Strategic Plan
Mid-Year Performance Report

Branching Into Our Future:
A solid foundation for an intentional future
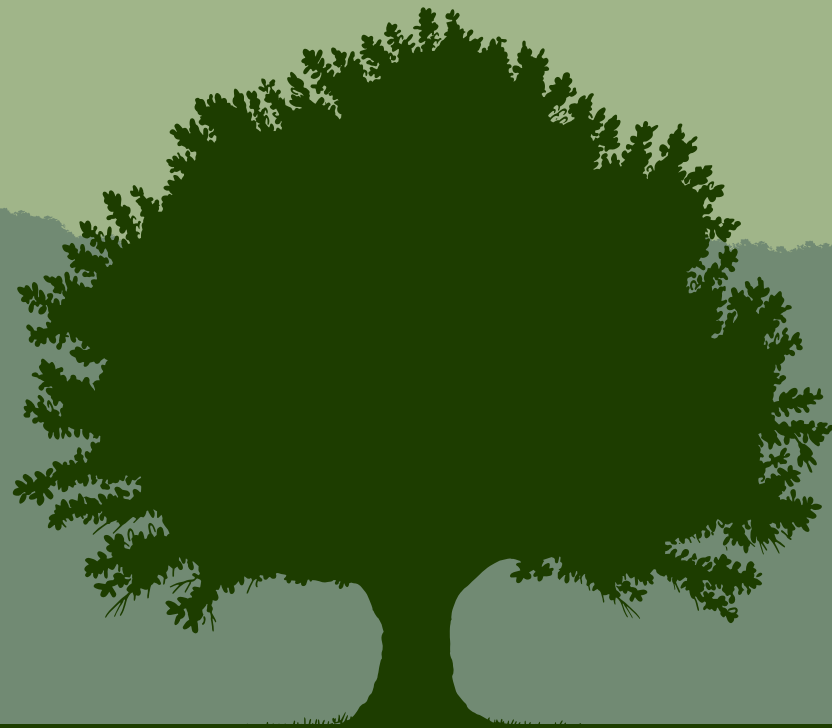
raleighnc.gov/strategicplan

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Raleigh City Council

Raleigh City Council provides the vision and leadership for the City of Raleigh's strategic planning efforts.

In January 2014, the City Council initiated and oversaw the development of the strategic plan by identifying the six key focus areas at their annual retreat. With the Council-generated focus areas in hand, work groups of City staff members fleshed out objectives and initiatives for Council review and revision. The City Council adopted the strategic plan in April 2015.

In January 2016, City Council gave support to more than 50 performance measures being included in the strategic planning process. Performance measures will assist the City with using its resources more effectively by illuminating successes and challenges.

In late 2016, as part of the strategic planning efforts, City Council commissioned a community survey to gain valuable feedback from Raleigh residents. This third-party administered survey used social science research standards, including random sampling, to allow for statistically-significant data on a wide variety of topics concerning the community. Many of the results from the survey are shared within this report.

Each fiscal year, City staff will submit a performance report to City Council, and ultimately the public, to document its progress at addressing the City Council's strategic plan.

Letter from the City Manager

In April 2015, Raleigh City Council marked a milestone with the adoption of the City's first-ever strategic plan. This performance report, which communicates our progress at meeting the goals outlined in the strategic plan, represents yet another important milestone for the City of Raleigh.

The strategic plan's 76 initiatives and 50+ performance metrics allow us to be transparent about our goals, focused in our efforts, and accountable for our results.

In committing to public performance reporting, we made a decision to be transparent about not only where we are doing well, but also where we are falling short. With this report, we can review data to understand what is working and what is not.

More broadly speaking, this report represents an underlying change within our organization of working cross-departmentally to make data-informed decisions on how best to achieve established goals.
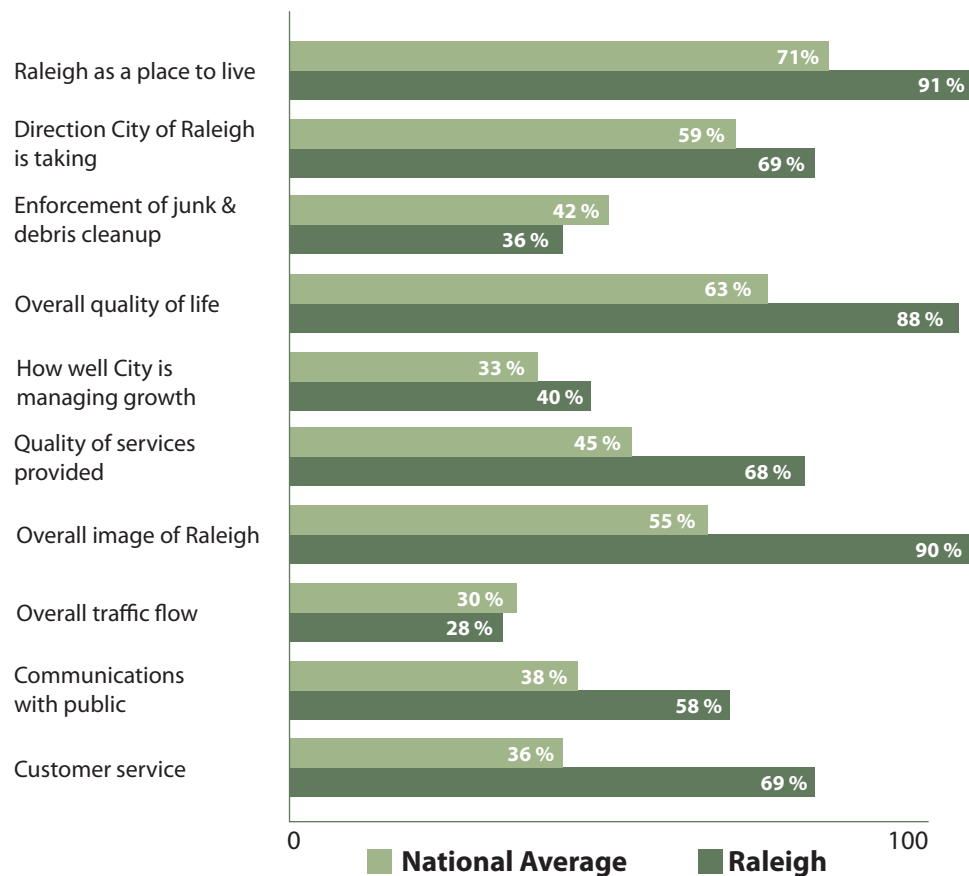
In Fiscal Year 2017, staff will continue to support City Council in its effort to lay a solid foundation for an intentional and prosperous future for the city of Raleigh.

Sincerely,
Ruffin L. Hall
City Manager

How Raleighites See Raleigh

The City of Raleigh recently commissioned its first-ever Community Survey to assess residents' opinions on a wide array of community topics and to help refine priorities as part of the City's strategic planning process. The third-party administered survey allows Raleigh to compare many of its results to other large communities[1]. Percentages in the graphic below reflect those answering 4 or 5 ("good" or "excellent") on a scale of 1 to 5.

Category	National Average	Raleigh
Raleigh as a place to live	71%	91%
Direction City of Raleigh is taking	59%	69%
Enforcement of junk & debris cleanup	42%	36%
Overall quality of life	63%	88%
How well City is managing growth	33%	40%
Quality of services provided	45%	68%
Overall image of Raleigh	55%	90%
Overall traffic flow	30%	28%
Communications with public	38%	58%
Customer service	36%	69%

0   100

■ National Average   ■ Raleigh

How the World Sees Raleigh[2]

Best Cities for Jobs	#1	Glassdoor
Best Big City in the Southeast	*	Money Magazine
Easiest City to Find a Job	#2	Forbes
Hottest Spots for Tech Jobs	#2	Forbes
America's Most Future Ready Cities	#6	Dell
Best Cities for Young Professionals	#3	Forbes
America's Next Boom Town	#5	Forbes
Best Cities for Young Families	#3	Value Penguin
Best Cities for Recent Grads	#15	Nerd Wallet
Best Cities for Creating and Keeping Quality Jobs	#6	Money Magazine
Top Cities for Beer Lovers	#6	Infogroup

*The organiztion did not rank cities in numerical order.

Using the Report

This report is organized by the strategic plan's six key focus areas. Each key focus area (KFA) has a summary page that lists its objectives and a few performance measures. The pages that follow the KFA summary page are organized by objective; these objective pages include additional performance measures as well as information on the initiatives within that particular objective.

To conserve space within the report, initiatives are abbreviated but use the numbering scheme found in the City's strategic plan to allow for cross-referencing; this means that ACR 1.1 in this report is the same initiative labeled ACR 1.1 in the strategic plan. The City's strategic plan can be accessed at: **www.raleighnc.gov/strategicplan** or by calling the City's Budget and Management Services Department at 919-996-4270.

**Key Focus Areas (abbreviations are noted in parentheses)**
- **Arts and Cultural Resources (ACR)**
- **Organizational Excellence (OE)**
- **Economic Development and Innovation (EDI)**
- **Safe, Vibrant and Healthy Community (SVHC)**
- **Growth and Natural Resources (GNR)**
- **Transportation and Transit (TT)**

As reflected in the updates, initiatives are in varying phases of being addressed. Some initiatives are still being evaluated for feasibility and scope, others are being planned for implementation, and many are currently being implemented. The phasing of initiatives acknowledges the City's limited resources, maximizes impact by employing appropriate sequencing for initiatives that are interdependent, and allows for prudent and thoughtful implementation.

Arts and Cultural Resources

Embrace Raleigh's diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.

Creative Vitality Index

2014		1.00
		1.28
2013		1.27
2012		1.34
2011		1.37

■ USA   ■ Raleigh
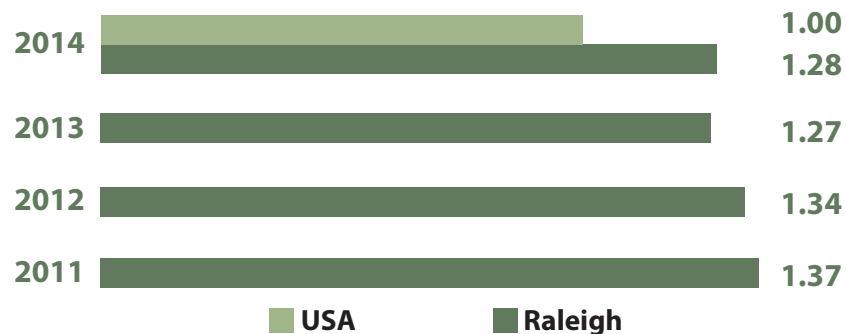
The most recent Creative Vitality Index[3] indicates that Raleigh's per-capita concentration of creativity (creative occupations, industry sales, and cultural nonprofit revenues) is 28% higher than the national average. The 2010 economic impact of Raleigh's arts and culture industry was

$143,482,108

$143.4 million[4]. This was 83% higher than the peer median of $78 million and nearly 200% higher than the national median of $49 million. In short, Raleigh's arts and culture scene not only makes for a vibrant community but also contributes to our strong economy.

Raleigh's arts and cultural amenities not only enhance our quality of life, the data show arts and culture also enhance our economic wellbeing. The three objectives within the Arts and Cultural Resources key focus area seek to:

- Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.
- Protect, enhance, and develop unique places that reflect the City's character, history, and values.
- Create initiatives and partnerships that foster diverse and innovative arts, cultural, and tourism opportunities.

Community Ratings on Arts and Cultural programs in Raleigh
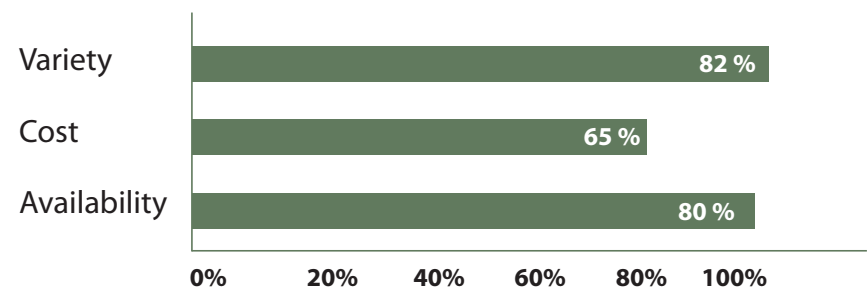
Variety	82 %
Cost	65 %
Availability	80 %

0%   20%   40%   60%   80%   100%

Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.

ACR 1.1 Arts & Culture Marketing Campaign for "Southern Capital of Arts and Culture"
Staff is preparing an awareness campaign that will support City staff and external partners in promoting Raleigh's arts and cultural resources. Specifically, Raleigh Arts is currently streamlining social media tools and updating best practices and policies; creating clean, modern templates for email blasts and digital newsletters; building strategy to coordinate storytelling about cultural assets, activities, and artists across departments; investing in video production to create content about local artists participating in Block Gallery Exhibitions; and aligning marketing and communications planning. The City's branding study will also provide valuable information for this initiative.

ACR 1.2 Explore Public-Private Partnership for a Unified Arts & Culture Foundation
As part of the exploration, staff has reviewed City policies regarding sponsorships and donor recognition and held exploratory meetings with outside feasibility consultants. The consultants recommended focusing on the scope and mission of any new foundation before entering into feasibility planning; staff will shift its timeline to adhere to the consultants' advice.

ACR 1.3 Develop Raleigh Arts Plan
The Raleigh Arts Plan, the first arts and cultural plan for the City of Raleigh, was adopted by City Council on February 2, 2016. Implementation and prioritization of the plan will be discussed as part of the Fiscal Year 2018 budget development.

In 2016, over $240 million was generated from hotel room rentals in Raleigh[5]. This represents an 8.3% increase over 2015. Raleigh's hotel room supply increased by 4.3% while hotel room demand increased by 4.0%.
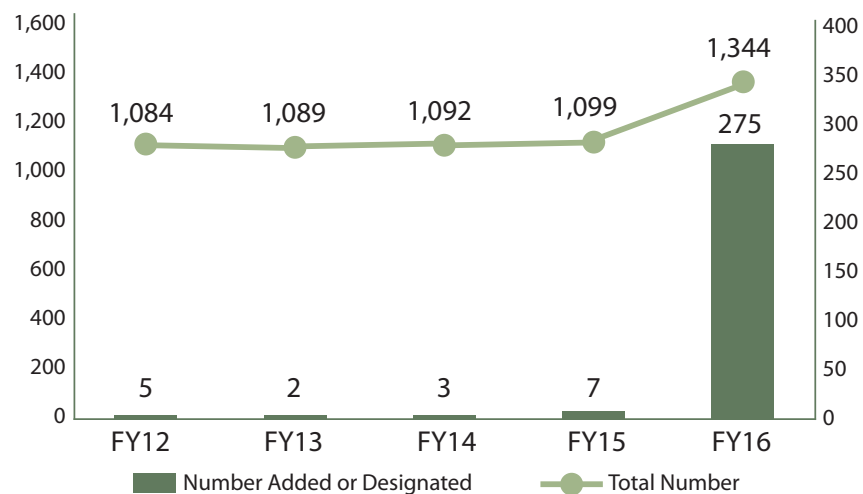
14,281,615

In 2014, Wake County saw more than 14 million visitors, up nearly 8% from 2013[6].

Protect, enhance, and develop unique places that reflect the City's character, history, and values.

Sites and Structures
Historic Designations/Historic Districts

Number Added or Designated — Total Number

Raleigh has over 1,300 sites and structures designated as local historic landmarks or included in local historic districts[7]. In FY2016, 275 sites and structures were designated local historic landmarks or added to local districts, many of which were in the Glenwood Brooklyn neighborhood.

ACR 2.1 Develop Partnerships for Unique Places and Needs
Staff has met to discuss existing collaborations and partnerships. Next steps include developing criteria for defining unique places and evaluating needs that support this initiative. Once the criteria are developed, staff will use the criteria to develop an inventory (and an interactive map) of unique places and experiences beginning in Fiscal Year 2018.

ACR 2.2 Develop Historic Assets Vision
A committee of City staff, community members, and subject matter experts is being formed to address next steps for this initiative which include creating a statement used to promote city history, developing a plan for the identification of historic assets, and ultimately establishing a long-term vision for the city's historic assets.

ACR 2.3 Conduct Performing Arts Center Marketing Study
Input from resident companies, actors, performers, stakeholders, and commission members was included in the new Performing Arts Center public relations plan. The most recent three year renovations - including upgrades in all public areas, theatre houses, and concessions - are completed. Patron survey data show positive opinions regarding the renovations.

ACR 2.4 Dorothea Dix Park Development Plan

The development plan for Dorothea Dix Park continues to move forward and generate excitement. In July 2016, 45 community members were named to the Dix Park Advisory Committee. The group is charged with using their various areas of expertise to lead specific work groups in areas relevant to Dorothea Dix Park, be strong advocates for the Park and the City's park development process, and engage with the public during the planning process. Along with the Advisory Committee, over 200 community members have signed-up to participate on a Dix Park working group. Work groups will work alongside the Advisory Committee and bring an additional level of expertise and engagement to the project.

A request for qualifications for the Park's master planning process was issued in October 2016. Eighteen firms responded to the request. The Master Plan Executive Committee conducted in-person interviews with six of the firms in December 2016. Next steps involve inviting firms to submit proposals for the master plan process. It is anticipated that a firm will be selected by March 2017.

City staff continues to meet with key institutional partners including the Dix Park Conservancy, North Carolina State University, the North Carolina Department of Environmental Quality, the North Carolina Department of Agriculture - State Farmer's Market, Catholic Diocese, Governor Morehead School, and the Department of Health and Human Services. In addition, City staff has presented to numerous community organizations including neighborhood associations, garden clubs, Kiwanis, church groups, elementary school classes, and Rotary groups.

Create initiatives and partnerships that foster diverse and innovative arts, cultural, and tourism opportunities.

ACR 3.1 Increase Diverse Arts & Cultural Activities throughout the City

Staff is conducting assessments to identify suitable City facilities as potential locations for temporary visual art labs. Similar models implemented by Chicago Parks and Alexandria, Virginia Parks and Recreation are also being explored. Staff is also working to develop a partnership with North Carolina State University's Centennial Campus in an effort to utilize its space for potential events.

ACR 3.2 Identify Future Arts & Culture Destination Facilities

Staff plans to meet with representatives from the Greater Raleigh Convention and Visitors Bureau to develop a list of destination facilities in the Greater Raleigh area that are not owned or operated by the City of Raleigh.

ACR 3.3 Identify Arts & Technology Integration Opportunities

Market Plaza has been activated by partnerships with the Downtown Raleigh Alliance to bring multiple "Pop-Up" performances, small arts markets, and culinary events. The Raleigh Arts Commission and Public Art and Design Board have also approved the Block 2 Video Project to be installed by the end of 2016. This effort will bring the latest in screen/projection technology and video artists to Raleigh public art installations.

Performing Arts Center Events and Attendance[25]
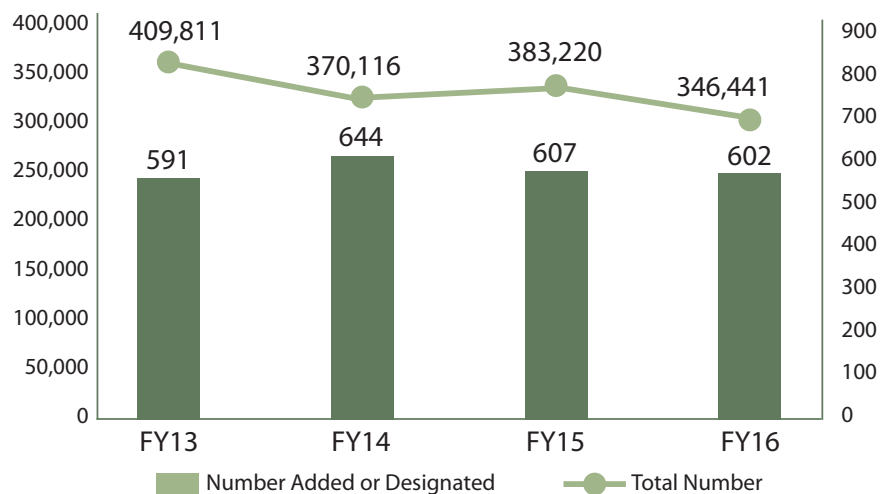
Convention Center Events and Attendance[25]
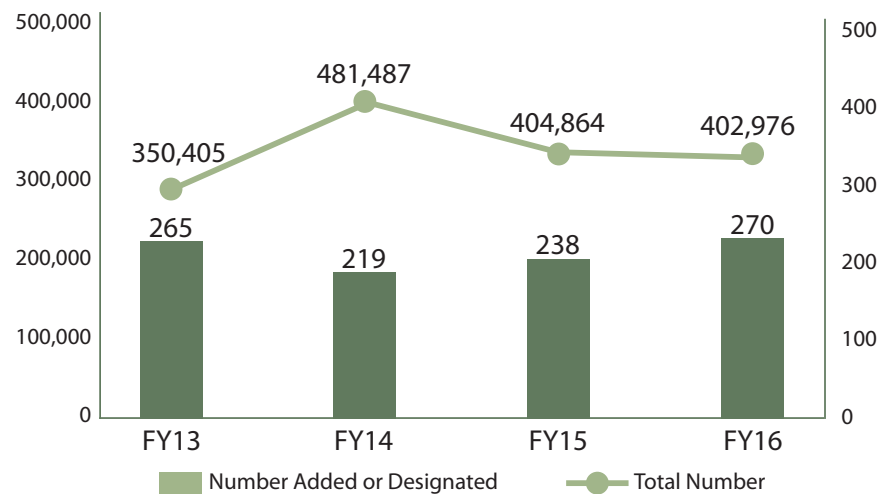
Economic Development & Innovation

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while providing employment opportunities for all citizens.

A strong economy benefits every aspect of our community life. The four objectives within the Economic Development & Innovation key focus area seek to:
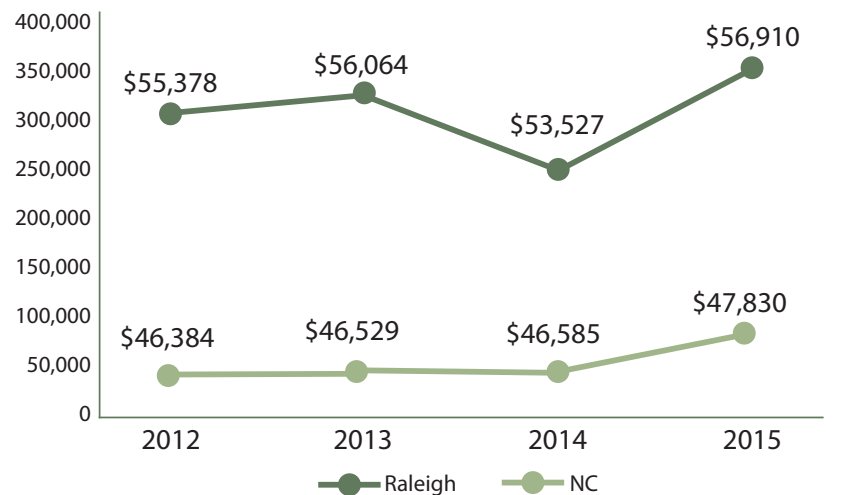
- Attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.

- Cultivate an innovative and entrepreneurial culture based on shared strategic goals.

- Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the city.

- Maintain and develop amenities and infrastructure specifically attractive to economic development.

In 2015, there was approximately $735 million in private, permitted non-residential project construction in Raleigh; approximately $411 million of this (nearly 55%) occurred in economic development targeted areas.
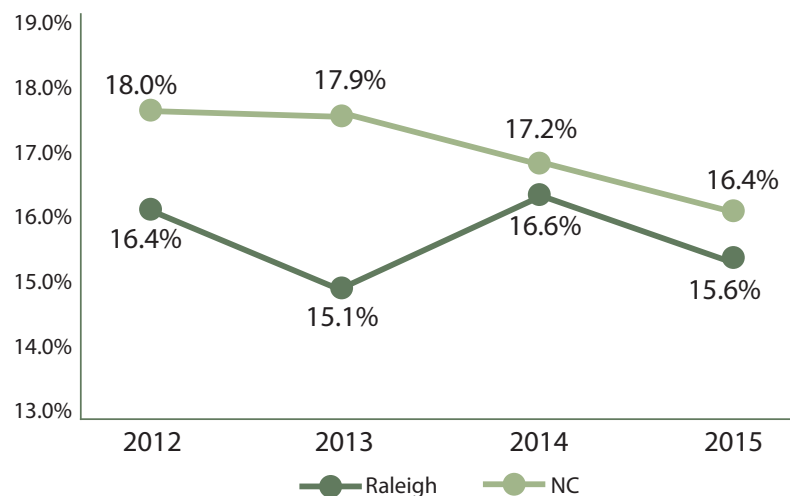
Economic Development & Innovation
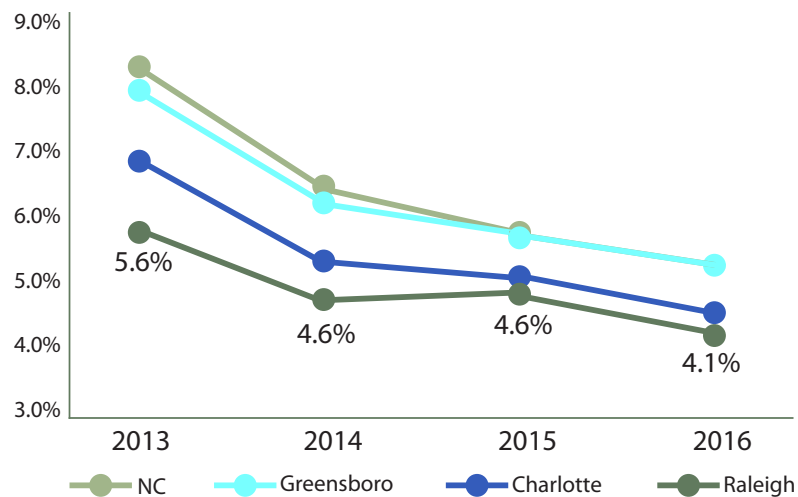
Median Household Income

400,000
350,000
300,000
250,000
200,000
150,000
100,000
50,000
0

$55,378 $56,064 $53,527 $56,910

$46,384 $46,529 $46,585 $47,830

2012   2013   2014   2015

● Raleigh   ● NC

Raleigh's median household income continues to remain higher than the State of North Carolina's median household income[8].

Raleigh's Population Living below Poverty Level

19.0%
18.0%
17.0%
16.0%
15.0%
14.0%
13.0%

18.0%   17.9%   17.2%   16.4%

16.4%   15.1%   16.6%   15.6%

2012   2013   2014   2015

● Raleigh   ● NC

In 2015, 67,665 Raleigh residents lived below the poverty line[8].

Unemployment Rate[9]

9.0%
8.0%
7.0%
6.0%
5.0%
4.0%
3.0%

5.6%   4.6%   4.6%   4.1%

2013   2014   2015   2016

● NC   ● Greensboro   ● Charlotte   ● Raleigh

81%   **Rate the local economy as "Good" or "excellent."**

Attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.

EDI 1.1 Evaluate Local Labor Profile & Analysis with Partners
Several City of Raleigh departments work with community partners to maximize efforts for improving the community's talent pipeline. A few examples include the Office of Economic Development & Innovation's partnership with the Capital Area Workforce Development Board to support the Board's Adult Services Program and Business Service Program. In fall 2016, City staff met with Shaw University representatives to discuss opportunities for the University to develop graduates for high growth industry cluster job opportunities. Staff also met with the Regional Internet of Things (RIoT) to discuss opportunities to leverage their new incubator/lab space at HQ Raleigh and engage with entrepreneurs and students to explore opportunities in that area. As part of this initiative, staff is identifying ways existing partnerships can be further supported and strengthened. Future efforts for this initiative will also include conducting a local labor force profile and analysis.

EDI 1.2 Regional Workforce Forum - Educational Partners
Work on this initiative is scheduled to begin in Fiscal Year 2018.

EDI 1.3 Workforce Development - Nonprofits
Milestones for this initiative are scheduled to begin in the third quarter of Fiscal Year 2017. These milestones include assessing current partnerships on workforce development issues and identifying workforce development needs and goals.

Raleigh's Population Living below Poverty Level by Educational Attainment[8]

The data show that as the amount of education increases, the poverty rate decreases. The City of Raleigh seeks to work with community partners to develop a local economy that can support residents with various educational attainment levels and skill sets.

— Less than high school graduate

— High school graduate (includes equivalency)

— Some college or associate's degree

— Bachelor's degree or higher
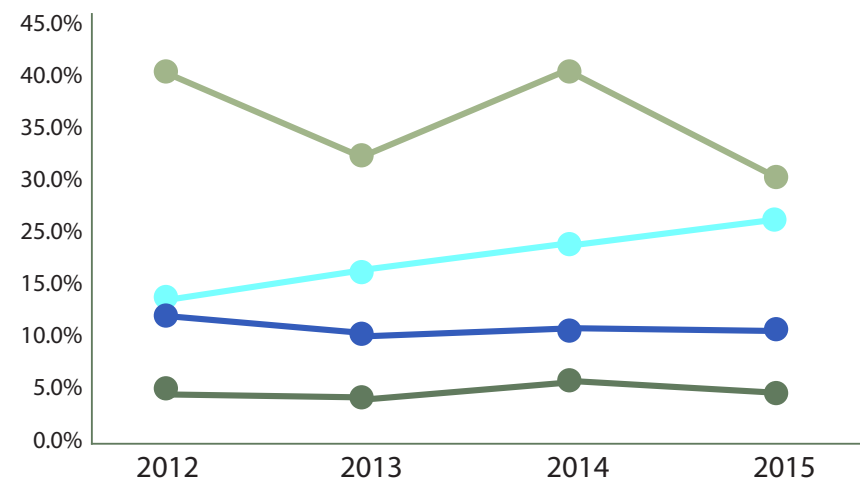
Cultivate an innovative and entrepreneurial culture based on shared strategic goals.

210

City of Raleigh's Office of Economic Development and Innovation (EDI) had 210 interactions with startups/small businesses during Fiscal Year 2016[11]

Nearly 86,000 square feet of co-work and incubator space is available in Raleigh[10].

EDI 2.1 Develop Innovation Lab for Small, Start-up, & Minority-owned Businesses
A position within the Office of Economic Development & Innovation has been reclassified to focus on small and minority owned businesses and to help move this initiative forward. Staff will continue to identify and develop additional small business tools.

EDI 2.2 Host Economic Development Forum with Partners
Staff has met with St. Augustine and Shaw University to discuss launching round table meetings with corporate executives, Mayor McFarlane, and staff from the City's Office of Economic Development & Innovation.

EDI 2.3 Pursue Joint Business Ventures for Job Growth
Staff has completed the three milestones associated with this initiative including: (1) partnering with North Carolina State University's Technology Incubator to position lab space for potential start-up competitions and start-up pitch competitions, (2) creating the Interactive Start-up Map that includes location, number of employees, as well as, startups looking for employees and funding (map available at Raleigh4u.com), and (3) attending numerous trade shows. In partnership with Wake County Economic Development, staff created a startup pavilion at the Internet Summit to showcase 10 Raleigh startups and promote the City's efforts around assisting startups. Future efforts will focus on identifying opportunities for partnering with the State of North Carolina.

Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the City.

53,809,602 ft²

53, 809, 602 square feet of available non-residential space in Raleigh[12]. Having space available for new businesses is important for business recruitment.

EDI 3.1 Economic Development Tool Kit

The Building Up-fit grant was adopted in June 2016 by the City Council. To date, the City has received 11 grant applications and seven of the grant applications have been pre-approved. All funds budgeted for the Building Up-fit grant in Fiscal Year 2017 have been disbursed. Additionally, the City Council adopted the Business Investment Grant Policy in November of 2015. Grant proposals have been issued to two companies. If the companies choose Raleigh as the recipient, staff estimates that the two projects would create 1,336 jobs and over $70.6 million in new ad valorem taxable investment. The Façade Grant was also revised in April 2016 to promote overall façade improvement within the City and to align with the newly adopted Targeted Economic Development Areas. Staff will continue its ongoing efforts to develop small business, startups, and retail loans and grants. Staff will continue to proactively target businesses in the new targeted areas and to highlight the new funding options. The Innovation Fund was established to provide start-ups in Raleigh with the resources necessary to develop into thriving local businesses. The program is designed as a partnership between the City of Raleigh and multiple private organizations. These partnerships include, but are not limited to, businesses focused on technology, social innovation, and fashion. By assisting entrepreneurs in multiple ways, such as public/private matching grants, beta testing and prototyping programs, start-up challenge programs, crowd funding or kick-starter matching funds, and entrepreneur exchanges with other cities, the program improves the chances of entrepreneurial success.

Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the City.
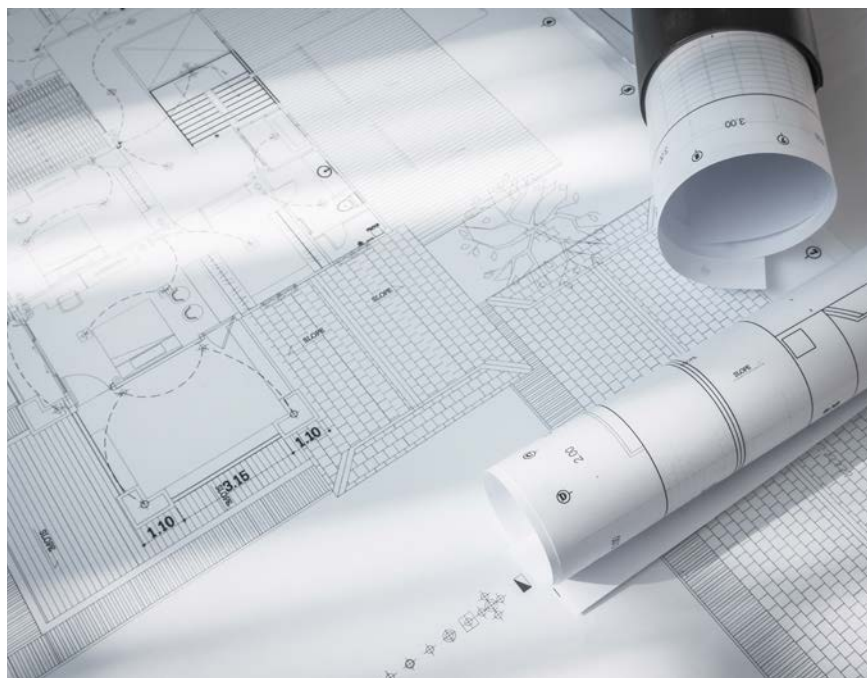
EDI 3.2 Refine Development Review & Permitting Process

Several milestones for this initiative have been accomplished including developing a pilot to reduce the number of review cycles for preliminary plans and filling key positions to keep development projects on track. Additionally, staff has worked to enhance the call center so that customers are guided through selections based on their need and more information is available online. Process improvements for reviewing easement documents will continue to be developed. An E-review pilot has been initiated; however, moving forward, staff will need to develop training for the 200+ staff affected by the new streamlined capabilities available through E-review. Staff plans to continue weekly internal meetings and monthly external stakeholder meetings to improve internal processes and relationships with the development community.

EDI 3.3 Property Disposition & Acquisition

Staff is developing a strategic plan for the disposition of City-owned Downtown properties. This initiative is divided into four phases. Phase One, "Kick-off and Due Diligence," and Phase Two, "City Stakeholder, City Council, and Community Priorities," were completed. In September 2016, City staff and the consultants reviewed the eleven City-owned Downtown properties and identified five focus sites and six disposition sites. Phase Three, "Site Redevelopment Programs," began in winter 2016. In Phase Three, the consultants will test the five focus sites of the strategic plan and will subsequently articulate a strategic direction for the six disposition sites.

**Maintain and develop amenities and infrastructure specifically
attractive to economic development.**

EDI 4.1 Explore Alternative Finance Methods for Development

As part of this initiative, staff was tasked with developing an inventory of the: (a) various types of infrastructure that have an economic development impact and (b) methods the City has historically used to finance the construction, maintenance, and replacement of those infrastructure. The analysis included projects that have a direct impact on economic development, such as streetscapes or sidewalks located in a business area, projects that have an indirect impact such as sewer interceptor projects or major roadways projects, and projects that have no impact on economic development. Staff also researched and documented alternative/innovative funding methods for the City to explore. Recommendations from the analysis include, reviewing state and federal grant or loan opportunities regularly and strengthening City departments' collaboration with the Office of Economic Development & Innovation to ensure any alternative funding sources are fully evaluated for projects that are being constructed in a blighted area or with a proposed development.

EDI 4.2 Downtown Parking Strategies

The City contracted with a consultant to complete an analysis of downtown parking strategies. The consultant's final report will be available in early 2017 and findings will be presented to City Council during a work session. Additionally, a thorough on-street and off-street vehicle count analysis was completed; this data will be added to a new GIS-based Parking Model which will assist with forecasting future parking demands and provide a framework for what types of parking structures will be needed.

EDI 4.3 High-Speed Broadband Service Partnerships

Milestones for this initiative are being refined. Staff is currently reviewing best practices regarding right-of-way issues related to high-speed broadband service, new technologies, and legal implications related to building protections.

Growth & Natural Resources

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements existing development.

Sustainable growth and preservation of Raleigh's natural resources are important to ensuring a prosperous future. The four objectives within the Growth & Natural Resources key focus area seek to:

- Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.
- Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.
- Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.
- Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

55% Rate the city's overall effort to Protect natural resources & Environment as "good" or "excellent."
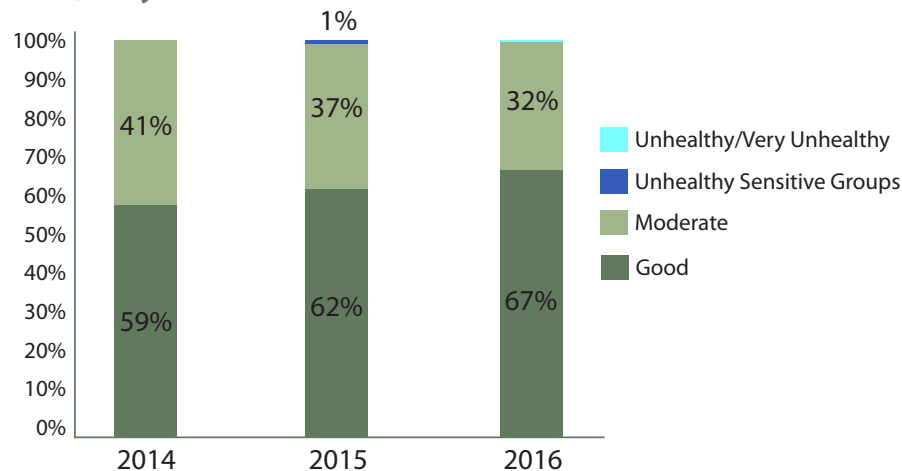
66% Rate the quality of new development as "good" or "excellent."

Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.

32.4 mi.

There are approximately 32.4 miles of streams within Raleigh that have regulatory water quality impairments. Protecting and improving surface water quality along with reducing hazardous flooding are prime goals of the City's Stormwater Management Program. To help reduce stream water quality impairments, Stormwater manages and performs a wide range of programs, projects, and initiatives funded by the City's Stormwater Utility Fee. The regulatory impaired streams listing is updated by the State and Federal Environmental Protection Agency (EPA) every two years. The City is currently developing a Water Quality Index that will allow for a more granular and frequent assessment of changes and improvements in stream/surface water quality conditions.

**GNR 1.1 Process Improvements—Natural Resources Protection**
The initiative's focus has narrowed from the broader category of natural resources to the parameters of water and air quality. In the next reporting period, staff will identify proxy performance measures that lend themselves to more frequent reporting periods and refined feedback. Staff will also focus on tree cover/buffers as a corollary between development regulation and key performance indicators for natural resources.

Air Quality Index

The percentage of good outdoor air quality days has increased over the past three years[13].

Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.

There are 6,949 acres of publicly accessible open space in Raleigh and 93,261 residents, 21% of Raleigh's population, live within half a mile of a greenway or park trail.

**Community Ratings on Cleanliness of
Parks and Greenways (percent "good" or "excellent")**

Parks	78 %
Greenways	79 %

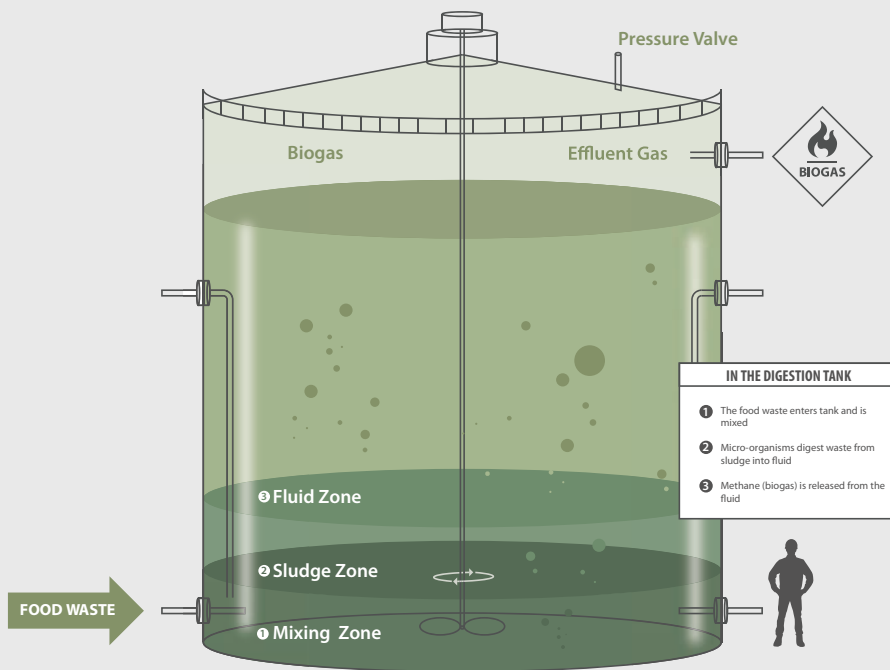0%　20%　40%　60%　80%　100%
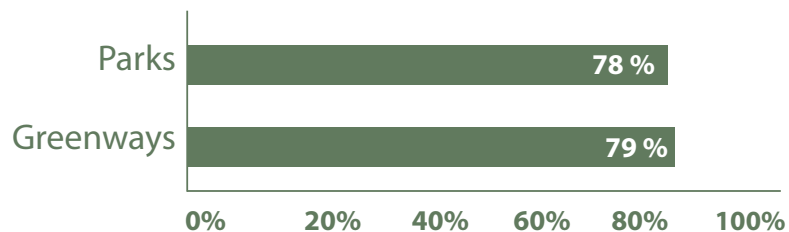
GNR 2.1 Add Greenway Amenities
Staff has established a methodology for conducting trail user counts; this usage data will inform several City initiatives. Staff is also documenting greenway baseline conditions and obtaining stakeholder input regarding desired amenities. As part of this initiative, staff will develop an amenity funding and implementation plan.

GNR 2.2 Green space expansion
Staff created an inventory of existing citywide land acquisition and preservation efforts to benchmark against other regional and statewide plans. After engaging with staff from the Wake County Open Space Plan team to explore potential partnerships, City staff adopted their definition of "open space" as a launching point for the City's open space strategy. This spring, staff will continue discussions with Wake County and develop guiding principles and an implementation plan for land acquisition and preservation.

67% Noted they visited a city park or greenway "very frequently" or "frequently."

SEALED DIGESTION TANK

Pressure Valve

Biogas   Effluent Gas

BIOGAS

IN THE DIGESTION TANK

❶ The food waste enters tank and is mixed

❷ Micro-organisms digest waste from sludge into fluid

❸ Methane (biogas) is released from the fluid

❸ Fluid Zone

❷ Sludge Zone

FOOD WASTE

❶ Mixing Zone

GNR 3.1 Climate Energy Action Plan

The 2012 Climate Energy Action Plan (CEAP) recognized energy as the second largest operating expense in the City budget. In early 2017, staff began updating the CEAP, which includes assessing 100 identified strategies for improving energy efficiency in City facilities. Current strategies underway include implementation of the anaerobic digestion project at the Neuse River Resource Recovery Facility and eco-driver training for appropriate City staff as outlined in the Fuel and Fleet Transformation recommendations. Staff also completed the Greenhouse Gas Emissions Inventory. The inventory provides an understanding of emission sources and serves as a starting point for developing strategies that can reduce greenhouse gas emissions. Data from the Greenhouse Gases Inventory will also inform work in the CEAP update. Completion of the inventory included presentations to City staff and the community. Staff plans additional education and outreach efforts on the relationship between emissions and energy use. Milestones for this initiative are being refined to appropriately align with the CEAP's six areas of focus: fleet, buildings, carbon emissions, renewable energy, finance, and legal.

Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.

GNR 3.2 Public Infrastructure Evaluation
This initiative involves staff evaluating all planned public infrastructure projects through a matrix and a cross-departmental planning team designed to identify sustainability and resiliency opportunities, as well as, cross-agency and regional partnership opportunities. During the Fiscal Year 2018 budget process, staff will pilot a cross-departmental review process for major capital projects. The pilot will review projects for sustainability opportunities, inter-departmental coordination prospects, potential partnerships, and other process improvements. After the pilot, staff will evaluate the process and consider changes for the Fiscal Year 2019 budget process.

**GNR 3.3 Green Infrastructure Inventory & Policy**
Staff is implementing recommendations from the Green Infrastructure/Low-Impact Development (GI/LID) Work Plan. In December 2016, City Council authorized necessary text changes to internal policies and revising the Unified Development Ordinance and several design manuals. Now that City Council authorization has been granted, staff will guide the changes through the formal text change process and anticipates completion by August 2017.

GNR 3.4 Citywide Waste Reduction
Work on this initiative has focused on solid waste collection for single-family homes and recycling in multifamily communities. Staff solicited proposals for a financial analysis of volume-based collection for single-family residents. Staff also identified education and collection changes designed to increase the percentage of apartment residents with access to on-site recycling service.

In Fiscal Year 2016, 32% of residential solid waste in Raleigh was diverted away from landfills to be recycled; this is a slight decrease from 33% in Fiscal Year 2015 and 36% in Fiscal Year 2014.

In Fiscal Year 2016, waste per household increased to 1,587 pounds (up from 1,529 pounds in Fiscal Year 2015). Recycling per household increased to 308 pounds per household (up from 304 pounds in Fiscal Year 2015).
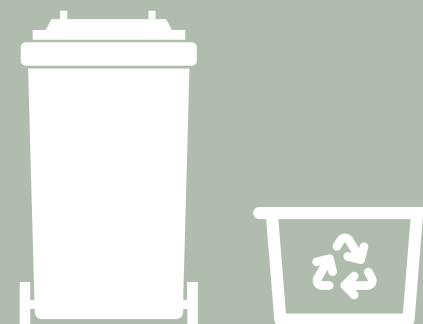
Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

GNR 4.1 Prioritize and Complete Area Plans—New Investments
Area planning has reached the consultant phase for several projects, including Avent Ferry, Dix Park, and Falls of Neuse. Staff will produce a white paper about area plan methodology in mid-2017. The white paper will address area plan identification, prioritization, and phasing. Staff will continue to explore funding alternatives and forecasting methods for area plan action items.

GNR 4.2 CIP Alignment
Multiple strategic plan initiative teams are coordinating on Capital Investment Plan (CIP) prioritization methodologies. The methodology criteria will incorporate the geographically defined Economic Development Targeted Areas approved by City Council in March 2016. In Fiscal Year 2017, staff will also develop options for implementing area and corridor plans through the next transportation bond.

GNR 4.3 Neighborhoods Projects Funding
This initiative's team is working in concert with Growth and Natural Resources 4.1 and 4.2 Initiative Teams. In spring 2017, the team will develop recommended funding strategies for capital projects.

Unfit/Unsafe Dwelling Units
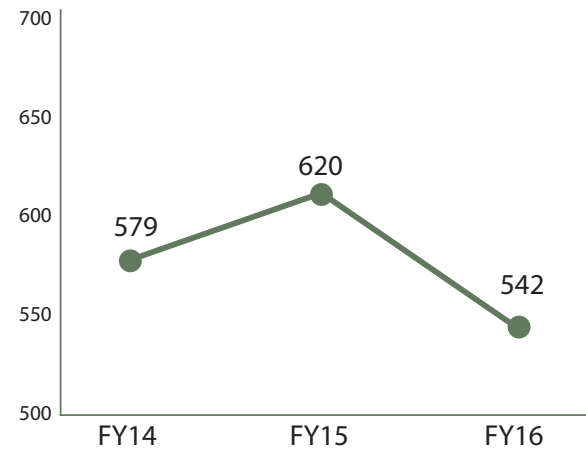
A snapshot of Fiscal Year 2016 shows there were 542 dwelling units that were inspected and had violations that deemed them unfit or unsafe.

Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

GNR 4.4 Adopt & Implement Complete Street Policy

Staff has met with internal and external stakeholders to discuss the City's Complete Streets Policy. Stakeholders included representatives from the North Carolina Department of Transportation (NCDOT), Wake County, GoTriangle, Bicycle and Pedestrian Advisory Commission, and affected City departments. Discussions covered multiple topics including street trees in clear zones, Stormwater facilities in public right of ways, bike/transit/ pedestrian improvements, and design speeds on NCDOT facilities. Staff has produced a draft Administrative Regulation, which will be submitted to the City Manager for final approval, in early 2017. Staff will then review the Raleigh Street Design Manual to incorporate new complete street policy initiatives in mid-2017.

GNR 4.5 Create Standards for Transit Supportive Development

Several initiatives are laying the groundwork for creating guidelines and standards for transit supportive development. The City Planning Department has been working on an update to the Comprehensive Plan. In 2017, the transportation and land use visioning process will be completed, which will generate substantive changes to plans and ordinances. Additionally, an amendment to the Affordable Housing Location Policy (AHLP) was adopted in September 2015. This policy shows developers where the City will support the development of affordable housing in compliance with federal law. Best practices recommend that affordable housing be located within proximity to transit corridors. The City Planning, Transportation, and Housing & Neighborhoods Departments will continue work to develop regulations to incorporate into the Unified Development Ordinance to promote the development of affordable housing near transit.

GNR 4.6 Support Improvements to State Government Complex

This initiative involves supporting the State's efforts to improve the state government complex. To date, staff has collaborated with the NCDOT on bridge replacements, a study of downtown infrastructure, and assistance with the sale of three State-owned houses on North Person Street. Future collaborative work will include constructing new parking lot for Murphey School, studying downtown transit routing, and facilitating development on sold State property.

Organizational Excellence

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive and innovative services efficiently and effectively.

Adopted General Fund per Capita[24]
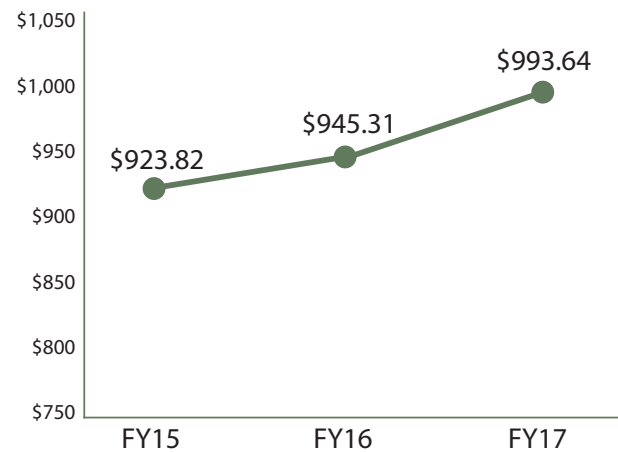
Recent increases in General Fund per Capita spending demonstrate Raleigh's strong commitment to community enhancement. Major investments since FY2015 include a $92M Parks bond approved in 2014, the City's purchase of the Dorothea Dix property, and a robust investment to expand the City's affordable rental housing program. Major operational highlights include opening the Central Communications Center and the Central Operations Facility, opening or renovating seven parks facilities, adding 28 new public safety positions, and adding 19 positions to respond to increasing development activity.

AAA The City of Raleigh general obligation bonds enjoy the highest bond ratings given by the three major credit rating agencies (Standard & Poor's, Moody's, and Fitch Group). Similar to personal credit scores, a high bond rating allows the City to take advantage of lower interest rates on loans.

Positioning the City of Raleigh to be nimble, responsive, and innovative will contribute to overall community success. The four objectives within the Organization Excellence key focus area seek to:

- Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.
- Align facilities, staff and technology with organizational needs.
- Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation and feedback.
- Recruit and retain a diverse, high-performing workforce

50% Rate the overall value they receive for their City tax & fees as "good" or "excellent."

**Promote a culture that values continuous improvement,
employs leading business practices, and fosters financial stability.**

OE 1.1 Performance Management & Innovation
Staff has implemented CORSTAT (City of Raleigh Statistics) meetings to review strategic plan data and initiatives. These meetings provide an opportunity for departments to collaboratively evaluate data. Additionally this fall, staff piloted a citywide Strategic Planning and Performance Analytics Academy to provide technical training for staff tasked with strategic planning and data management responsibilities. The program will also connect staff with similar job roles and encourage resource sharing across departments. In October 2016, 50 participants attended the first session on business plan development, which taught techniques in environmental scanning, strength/weakness/opportunities/threats (SWOT) analysis, and performance measure development. Spring offerings will include programs on data integrity, logic modeling, and survey methods.

OE 1.2 Stakeholder Satisfaction Surveys
A community survey was developed in fall 2016 after considerable discussion among a cross-departmental team of City employees, review of peer surveys, and the guidance of a consultant. The survey was administered to randomly selected Raleigh residents from November through December. The results will be presented to City Council at their annual retreat in winter 2017 and shared publicly on the City's website.

OE 1.3 Comprehensive Communications
Staff is continuing the process of creating a comprehensive communication plan for the organization. After reviewing 28 responses to a Request for Proposals that was issued, the City is negotiating terms with the top consultant prospects with hopes of entering into a contract in early 2017. The goal is to have a new logo, style book, and vision/mission statement approved by City Council in June 2017

68% **Rate overall quality of services provided by City of Raleigh as "good" or "excellent."**

69% **Rate the direction the City is taking as "good" or "excellent."**

Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.

OE 1.4 Business Continuity Plans & Resiliency Principles
As part of this initiative, each City department will define its current and future risks and vulnerabilities. A wide range of vulnerabilities, including weather related risks and non-weather related risks – such as, terrorist attacks and cyber threats – will be evaluated. Once risks have been identified, departmental continuity plans will be developed. This will be followed by annual tabletop exercises that will test the validity of the continuity plans and assess City's preparedness to respond to risks.

**OE 1.5 Organizational Policies & Procedures**
Staff continues to research best practices regarding governance structures for maintaining organizational policies and procedures. Staff has reviewed multiple examples of best practice Policy and Procedure Offices and software packages used to assist with this effort. Next steps will involve implementing those best practices and strategies that can be accomplished with existing organizational resources.

OE 1.6 Sustainability Tools for Assessing and Rating (STAR)
The City of Raleigh completed its STAR Communities assessment in 2015 and received a four-star rating. There were three categories in which Raleigh underperformed: Built Environment, Equity & Empowerment, and Climate & Energy. Staff has developed a work plan to identify individual items in the STAR evaluation which the City can address in the immediate to near future. Staff will also develop a work plan to address those under performing categories that require longer-term strategies.

Align facilities, staff and technology with organizational needs.

Financial Transactions Payment Method
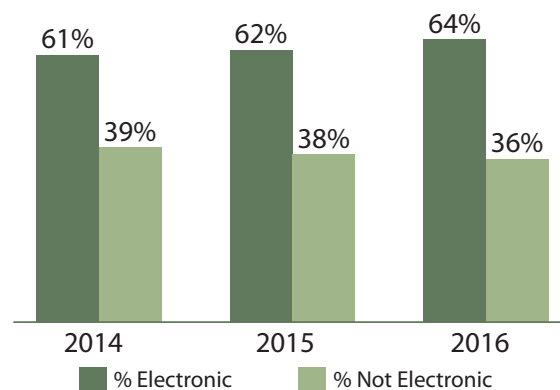
The percentage of financial transactions being handled electronically continues to increase annually[14]. The City will continue to explore opportunities for providing multiple payment options to meet the communities varied preferences.

66% Rate their ability to access information they need about the City as "excellent" or "good."

OE 2.1 Increase Documents and Records Accessibility
Staff has begun a cursory review of the 2011 Enterprise Content Management Study to determine what findings may be applicable to this current effort. Additionally, planned improvements to the City's website and moving to an electronic City Council agenda packet will advance efforts for improving accessibility.

OE 2.2 Institutional Fiber Network
Construction of the fiber network has begun in the Police District Stations in order to meet the data needs for body-worn Police cameras. Fiber construction is complete at Special Operations, Police Head Quarters, and the Downtown District. The new Moore Square Transit Station will also be connected to the fiber network as part of the renovation project. Installation of the fiber network will eliminate dependency on third party vendors, enables greater network security, provides network enhancement capabilities, and improves reliability of network resources.

OE 2.3 Centralized Campus
Staff will develop and administer a space needs survey to all Downtown work groups in 2017. This initiative was featured at the City Manager's Design Academy, a program hosted by the American Architectural Foundation, which will bring a wide array of information to the project.

Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation, and feedback.

OE 3.1 Organization-wide Customer Service
Staff developed and administered an organization-wide survey to assess employee baseline knowledge and skills in the area of customer service delivery. Survey results will assist in developing a training curriculum. Staff will also use the Community Survey results to better understand how the organization's customer service is perceived by the community.

OE 3.2 City Boards, Committees & Commissions
Plans for this initiative will be refined following the City Council's February retreat.

OE 3.3 Customer Relationship Management System
Staff is developing an inventory of solutions that are currently used in departments. This inventory will provide valuable baseline data for identifying appropriate next steps.

Recruit and retain a diverse, high-performing workforce.

OE 4.1 Identify Employee Core Competencies & Expectations
Organizational values have been developed. A communications plan for rolling the values out to the organization has also been created. The values will inform the development of core competencies. Initial peer research shows competencies typically vary by employee group (e.g., executive level competencies versus non-executive level competencies) and competencies are often incorporated into employee performance evaluations. As part of the compensation study, staff will evaluate incorporating organizational values and competencies into employee performance evaluations.

**OE 4.3 Develop Career Paths & Succession Planning**
Once the City's compensation and pay structure study is finalized, this initiative will move forward.

**OE 4.4 Develop Recruitment Strategies**
Staff continues targeted outreach for potential employees at job fairs and community events. Future work will involve identifying work environment elements that are important to today's workforce and incorporating those elements into City policies and practices, when applicable. Additionally, Human Resources will be launching a training module to educate and inform hiring managers of successful strategies to recruit, screen, interview, and hire quality talent along with policies, procedures, and processes to ensure our practices are consistent and fair. The ultimate outcome will be a more efficient and effective recruiting and hiring process.

Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work and play.

Average Years of Service[15]
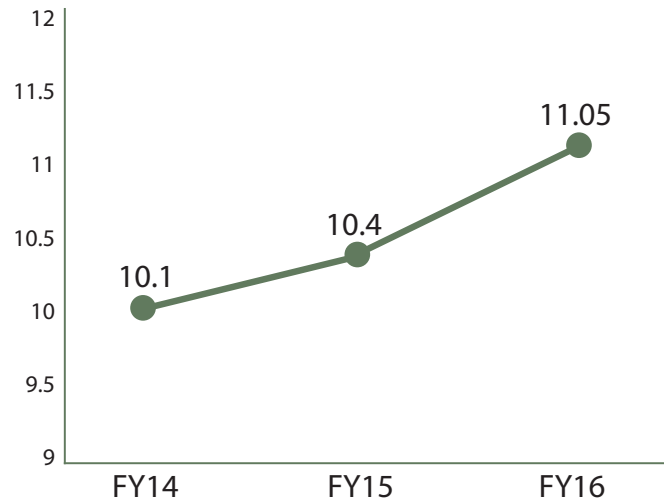
Average Number of Days to Hire[16]
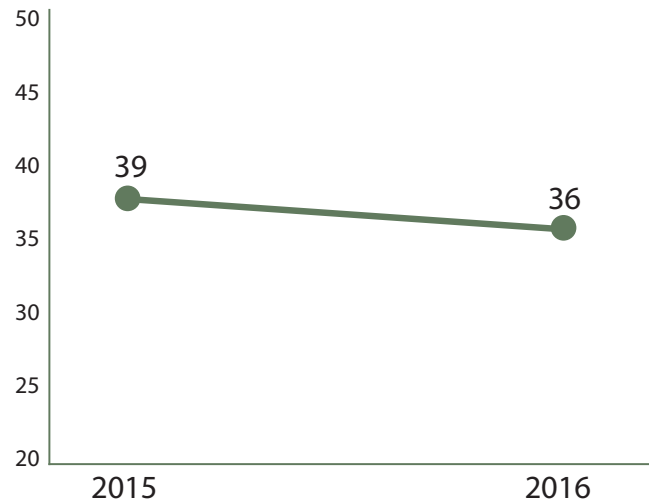
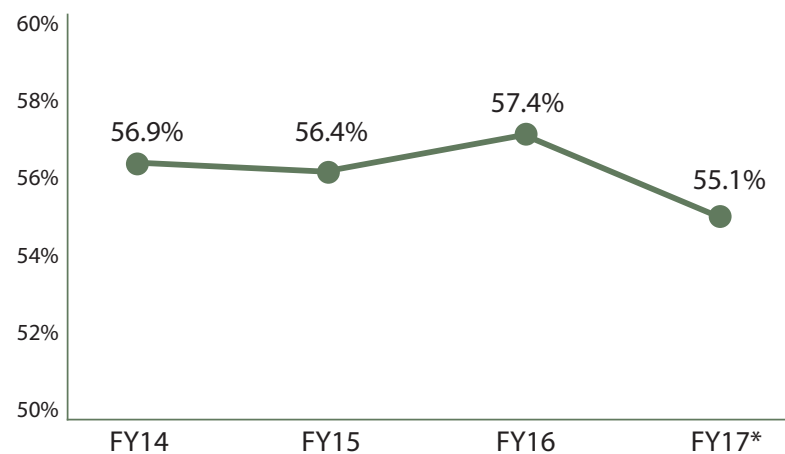**OE 4.2 Compensation Philosophy**

During summer 2016, City staff completed over 1,300 Position Description Questionnaires (PDQs) which documented the responsibilities, skills, and knowledge required for positions within the organization. The results of the PDQs were used to develop a recommended job classification structure which significantly reduces the number of overall job classifications and promotes ease in administration of the pay plan. With the input from staff and the consultant, 84 benchmark positions (positions found in peer organizations) were identified to include in a Custom Market Study survey which was sent to 36 organizations. The market salary information for the benchmark positions will provide a framework from which the City can compare its current pay rates to the relevant markets. The analysis and recommendations from this survey will be presented to staff and the employee advisory group in early 2017. City staff and the consultants will use the comparative data to develop a new compensation structure. City staff is also reviewing employee evaluation tools that reflect the values of the organization and will provide more accurate feedback to employees about job performance and individual development. A final recommendation will be made to Council in spring 2017. It is expected that the findings will be implemented over a period of several years.

Safe, Vibrant & Healthy Community

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.


Having a clean, safe, and vibrant community is important for the future of Raleigh. The four objectives within the Safe, Vibrant & Healthy Community key focus area seek to:

• Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.
• Preserve and increase the supply of housing for all income groups, including those with supportive service needs.
• Endorse targeted redevelopment through walkable, mixed-use and mixed-income neighborhoods.
• Enhance our citizens' quality of life by providing a well designed community that facilitates active living.
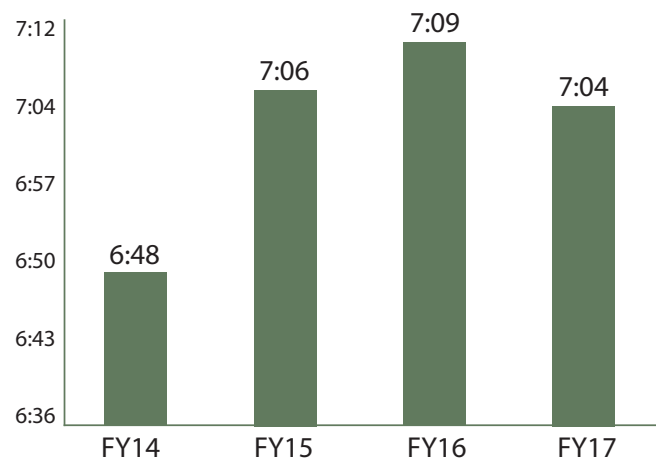
Percent of Fire Responses within 4 Minutes

*FY17 data is July through October 2016

68% Rate the overall cleanliness of Raleigh as "excellent" or "good."

85% Feel "safe" or "very safe" in Raleigh.

Person and Property Crime (per 100,000[17])

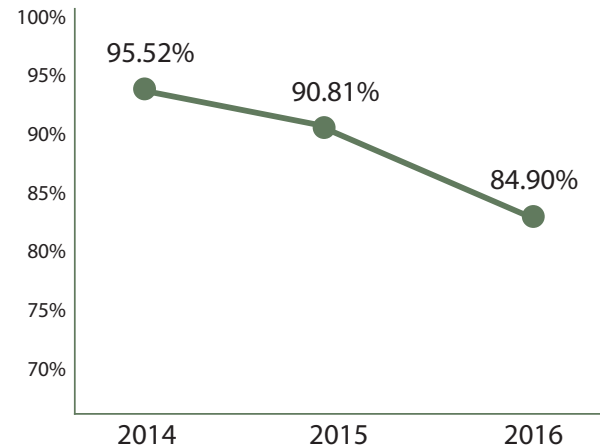

Person Crimes — Property Crimes
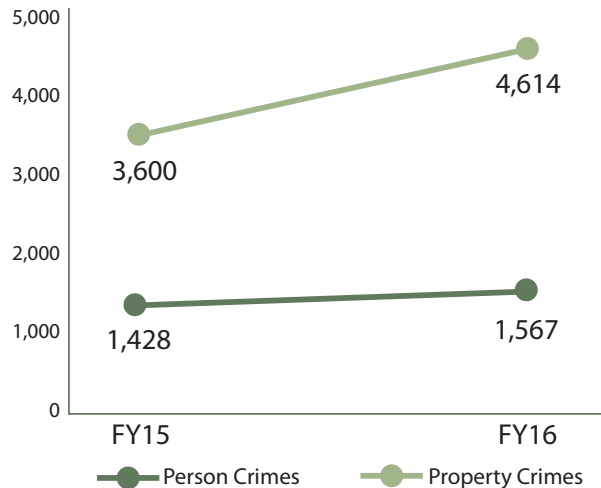
Average Police Response Time for Priority 0 Calls (in minutes)

*FY17 data is July through October 2016

911 Calls Answered within 10 Seconds

In 2015, Raleigh-Wake Emergency Communications moved away from all positions being on an automatic call distribution system to specific positions using the automatic system. With the automatic system, telecommunicators must answer new incoming calls even if he or she is assisting a first-responder by radio, for example, assisting a Police Officer who is currently on scene. While processing the new call, the telecommunicator may not hear the first responder providing important information, for example, a Police Officer requesting additional assistance for his or her scene. While limiting automated calls to a subset of telecommunicators has impacted answering efficiency, it has improved the quality of service provided.

Police response times reported are the average response times for Priority 0 calls for service[18]. Raleigh Police Officers rely on their training and departmental policy to determine the speed and manner in which to drive when responding to calls for service. Officers responding to emergency situations must drive with due regard for the safety of all persons using the road and in a manner cognizant of traffic conditions at the time. While the Raleigh Police Department strives to minimize its response time to high priority calls, it must do so in a manner that maintains the safety of the general public.

Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.

SVHC 1.1 Police Presence - Special Events

Staff is working with a consulting company with expertise in project management to develop a comprehensive set of requirements and parameters for a special events management system. Staff has explored management systems used by Grand Rapids, Michigan; Chicago, Illinois; and Pittsburgh, Pennsylvania. Targeted staff members attended Citywide Incident Command Systems (ICS) training. Additionally, all major events are now being managed consistently with the National Incident Managements Systems (NIMS) which has helped streamline logistical processes and increase the level of collaboration with external agencies.

SVHC 1.2 Crime Prevention - Environmental Design

Work on this initiative will include the prioritization of infrastructure, training City staff to perform crime prevention through environmental design (CPTED) evaluations, and performing CPTED evaluations at City facilities, parks, and greenways.

SVHC 1.3 Public Safety Staffing and Facility Needs

Staff worked with a consultant to analyze training requirements and space needs for Police and Fire. A final report was completed in December 2016. Additionally, workload studies for the Emergency Communications Center and Police departments were completed in Fiscal Year 2016. Staff is working on developing and prioritizing a list of additional public safety staffing and facility items to evaluate. Over the past several years, the City has invested in its public safety facilities. Emergency dispatch and other functions moved into the new Central Communications Center in summer 2016. This facility hosts not only dispatch functions, but emergency management, traffic control, and data infrastructure. The City has funded larger, modern replacements for Fire Stations 12, 14, 6, and 1. These projects are all at various stages of design or construction. In Fiscal Year 2017, the City funded a new Police training center, to be located near the Police Department's driving pad and firing range. The City has also steadily increased funding for capital maintenance of existing fire and police facilities.

Preserve and increase the supply of housing for all income groups, including those with supportive service needs.

SVHC 2.1 Oak City Center
Staff worked with Wake County to create a decision matrix for the selection of a preferred site and finalized the location of a multi-intake resource center for the homeless. City Council approved the 1430 South Wilmington Street location at the December 6, 2016 City Council meeting. Council also approved approximately $3.1 million toward development of the new center. The permanent location will be completed in summer 2018. Since June 2014, a temporary location has been operating. The City allocates approximately $50,000 annually for operating the location. The City leases the Center to the Raleigh Wake Partnership to End and Prevent Homeless. The Partnership contracts with Catholic Charities to coordinate the food providers. Nearly 60 organizations serve over 1,000 meals to an average of 319 unduplicated persons each weekend. More than 195,000 meals have been served since June 2014. The permanent location will help transform how services are provided to the homeless by centralizing a coordinated entry/assessment system.

SVHC 2.2 Partnerships for Permanent Housing
The City of Raleigh and Wake County jointly issued a request for Letters of Interest from non-profit developers associated with a large permanent supportive housing project targeting the most difficult to serve population, including those frequently in emergency rooms or the jails. Three responses were received and after conducting interviews, DHIC, Inc. was selected as the preferred developer in fall 2016. The parties will now program the proposed facility and associated supportive services needs to align with the 2018 Low Income Housing Tax Credit cycle.

SVHC 2.4 Scattered Site Policy
An Affordable Housing Location Policy was approved by Council to replace the scattered site policy previously in place. All work related to this initiative has been completed.
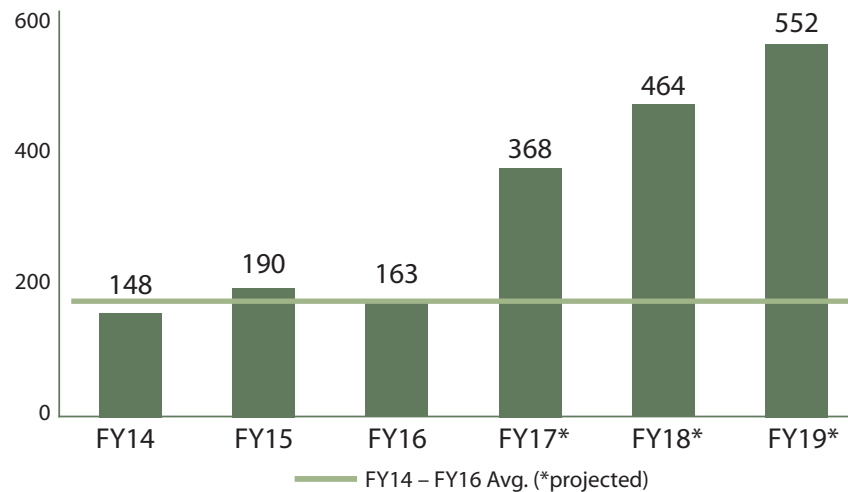
Preserve and increase the supply of housing for all income groups, including those with supportive service needs.

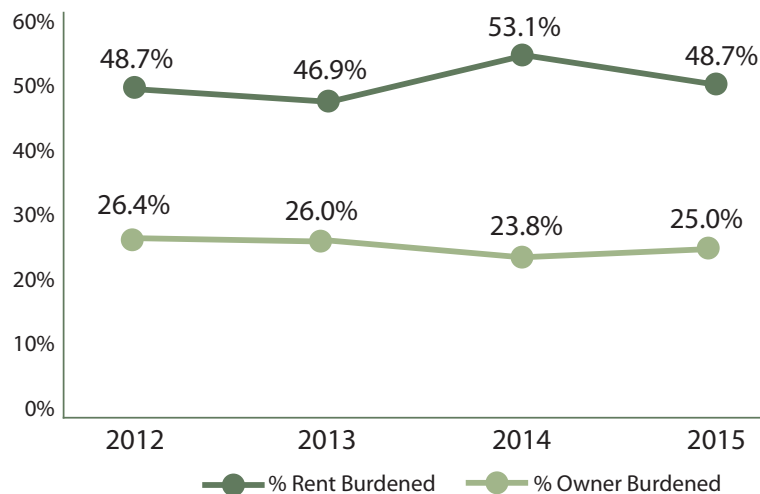**SVHC 2.3 Partnerships for Mixed-Income Housing**

The contract for 11 city-owned parcels to be converted into affordable housing is currently being routed. Staff is currently in the process of accepting proposals for mixed-income East College Park home construction. More than 140 residences, including single family and multi-family townhomes, will be built to SystemVision energy efficient standards. Under the SystemVision Program, Advanced Energy issues a two-year heating and cooling bill guarantee. Typically, this guarantee is that the average heating and cooling costs will be less than $33 per month. If the actual costs are higher, Advanced Energy reimburses the homeowner for the excess. This guarantee helps homeowners know what to expect in their utility bills, helping them to keep their budgets manageable. Currently water, sewer, and stormwater infrastructure improvements are being made in the area with construction of the homes beginning soon. As part of the community building efforts, the City's main contractor for the infrastructure improvements hosts quarterly job fairs at the Tarboro Community Center. Staff has created a communications plan for the Neighborhood Revitalization Strategy Area (NRSA) and the upcoming residential construction. On the Washington Terrace site, DHIC Inc. anticipates beginning construction on the first phases of family and elderly rental development totaling 234 units in early 2017.

Affordable Rental Units Created

Chart showing Affordable Rental Units Created by fiscal year:
- FY14: 148
- FY15: 190
- FY16: 163
- FY17*: 368
- FY18*: 464
- FY19*: 552

— FY14 – FY16 Avg. (*projected)

Cost Burdened[8]

Line chart showing Cost Burdened percentages:

% Rent Burdened:
- 2012: 48.7%
- 2013: 46.9%
- 2014: 53.1%
- 2015: 48.7%

% Owner Burdened:
- 2012: 26.4%
- 2013: 26.0%
- 2014: 23.8%
- 2015: 25.0%

● % Rent Burdened   ● % Owner Burdened

SVHC 2.5 Affordable Housing Strategies
City Council approved the Affordable Housing Improvement Plan in fall 2015 and in 2016, approved adding one cent to the property tax rate, equaling $5.7 million, to implement the Plan. The new revenues will primarily support Low Income Housing Tax Credit projects. Applications from interested developers were due in January and for the first time in 2017, developers can request site acquisition assistance. In Fiscal Year 2016, there were several housing accomplishments including constructing eight infill single-family homes, substantially rehabilitating 11 homes, overseeing 31 limited repair rehabilitations, providing 66 second mortgage loans, and providing funding to six non-profit organizations who assisted 194 low to moderate income individuals. Community Development staff engaged the community and drafted a new owner-occupied rehabilitation program for the Neighborhood Revitalization Strategy Area (NRSA). This pilot program was approved by City Council in November.

There are nine Racially Concentrated Areas of Poverty (RCAPs) in Raleigh[19].
The nine RCAPs are highlighted in the map below.
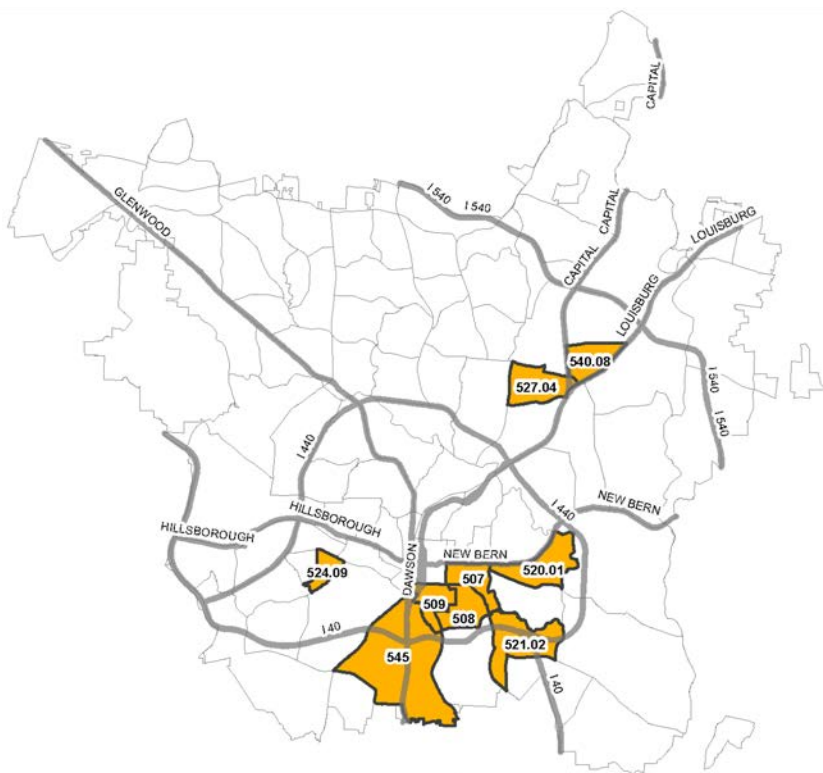
SVHC 3.1 Plans for Disinvestment Areas

The 2016 East College Park - Washington Terrace Neighborhood Revitalization Strategy Area (NRSA) Plan has been approved and is currently being implemented. An implementation period of six to eight years is anticipated. To guide future decision making, a neighborhood indicators dashboard that will assist in providing a snapshot of a neighborhood's health is being created.

SVHC 3.2 Acquisition Priorities - Redevelopment Areas

Staff has closed on all current targeted acquisitions. Staff recently received approval from City Council to assist in a targeted acquisition within the South Park redevelopment area. Staff identified a large site that has the potential to accommodate future redevelopment. In partnership with a local non-profit, the City will purchase the Brown Birch site and begin the master planning process towards the end of 2017.

SVHC 3.3 Strengthen Community Outreach, Engagement, and Communication

Staff is exploring the possibility of establishing an interdepartmental team concept similar to the previously supported Citizen Oriented Government and Neighborhood Quality Team models. Under these models, interdepartmental staffed teams respond to specified citizen concerns for a defined area within the City of Raleigh's jurisdictional boundaries to render a more concentrated needs/response analysis and plan of action. Additionally, each department will develop an inventory of its current communication and engagement practices to help develop a citywide community communications guidebook. Additionally, a Council appointed task force on community engagement is evaluating local efforts and best practices from other communities.

Enhance our citizens' quality of life by providing a well-designed community that facilitates active living.

**SVHC 4.1 Healthy Lifestyle Choices - Planning Process**

Staff is using the North Carolina Guide to Incorporating Health Considerations into Comprehensive Plans, to inform and focus its work. Staff has documented how the City of Raleigh currently addresses specific goals and strategies outlined in the Guide, as well as, identified gaps.

SVHC 4.2 Downtown Cleanliness

In July 2016, City Council created a new Downtown clean team to focus on enhancing Downtown Raleigh's appearance. The Downtown Raleigh Alliance Clean Ambassadors' contract ended on September 30; a transitional team staffed by the City's Transportation Department volunteers assimilated those duties as of October 1.

Work to date for Team Downtown Raleigh has centered on building the team, including hiring a Downtown Coordinator and Downtown Crew Supervisor and filling most other positions with permanent staff; developing daily cleaning routes; coordinating responsibilities with other operations and maintenance staff working in Downtown public spaces; assessing and planning for equipment and infrastructure needs; planning the headquarters space; coordinating efforts with Downtown Raleigh Alliance stakeholders and other City departments; and working to pilot new smart waste receptacles.

Life Expectancy by Zip Code [20]
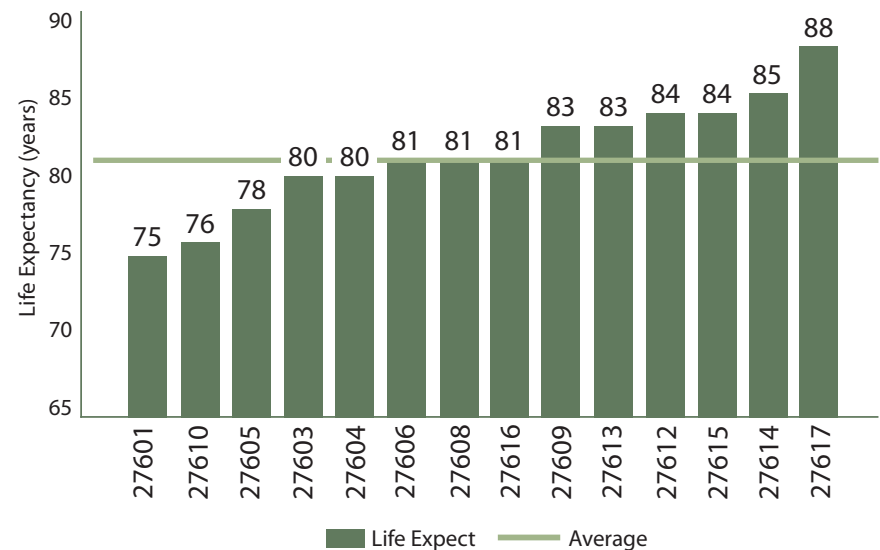
Thirty-six of the 243 projects (15%) included in the BikeRaleigh Master Plan have been completed
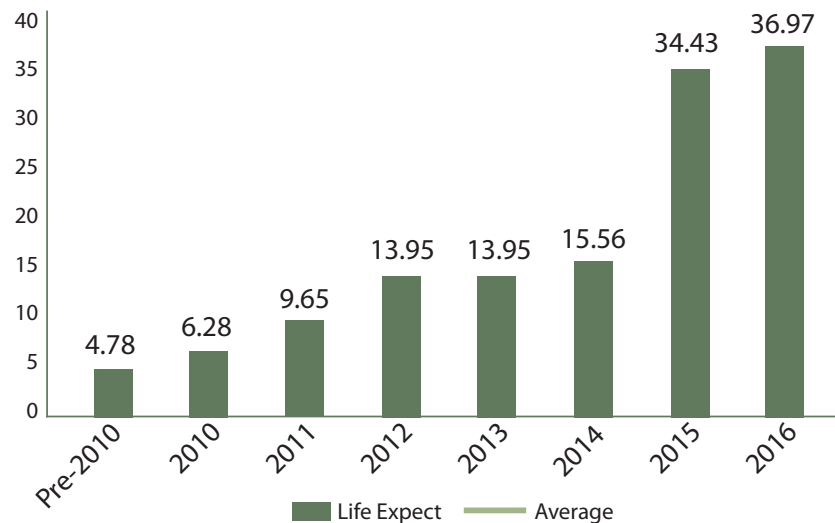
Fifteen of the 216 projects (7%) included in the Pedestrian Master Plan have been completed
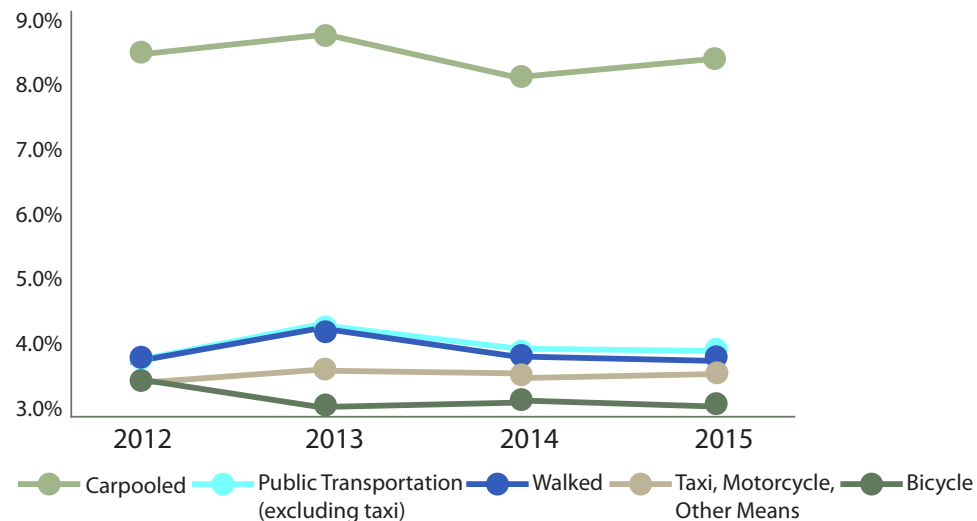
Transportation & Transit

Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles, and transit that is linked to regional municipalities, rail, and air hubs.

Cumulative Miles of Bike Lanes and Paths [21]

Legend: Life Expect — Average

Values: Pre-2010: 4.78, 2010: 6.28, 2011: 9.65, 2012: 13.95, 2013: 13.95, 2014: 15.56, 2015: 34.43, 2016: 36.97

Commuters Travel Mode to Work Other than Driving Alone[8]

Legend: Carpooled — Public Transportation (excluding taxi) — Walked — Taxi, Motorcycle, Other Means — Bicycle

Having a robust multi-modal transportation system is important for our community's future. The four objectives within the Transportation & Transit key focus area seek to:

- Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.
- Enhance the safety, maintenance, convenience, and appearance of the transportation network in order to give more people more choices.
- Connect the City's transportation network to the region through partnerships.
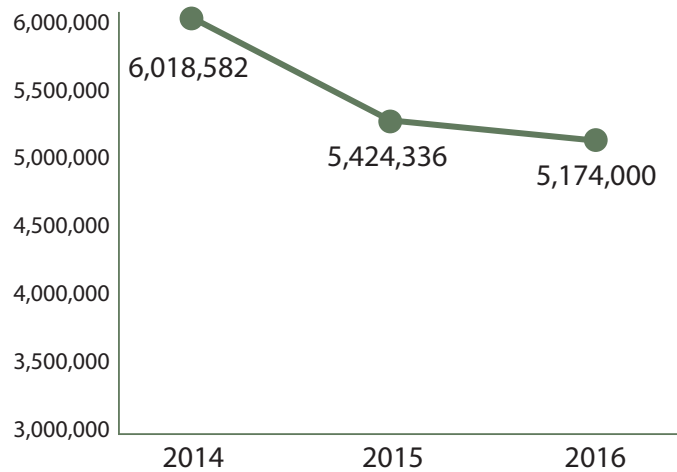- Establish Raleigh as the leader in transportation innovation.

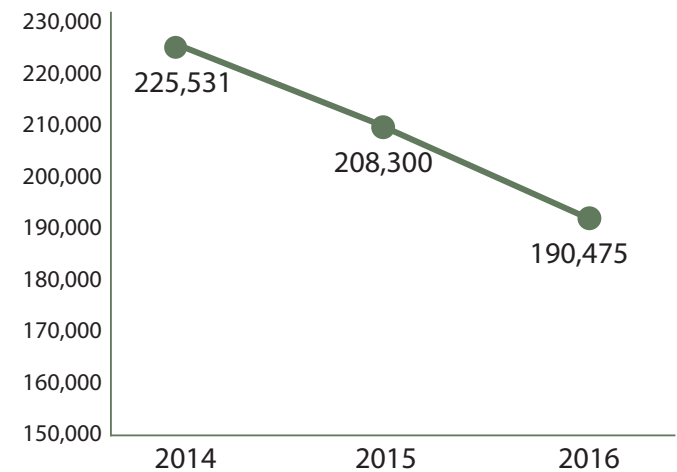### Transit Users Rating of GoRaleigh[22] (percent "good" or "very good")

32% Weekend Service

63% Frequency

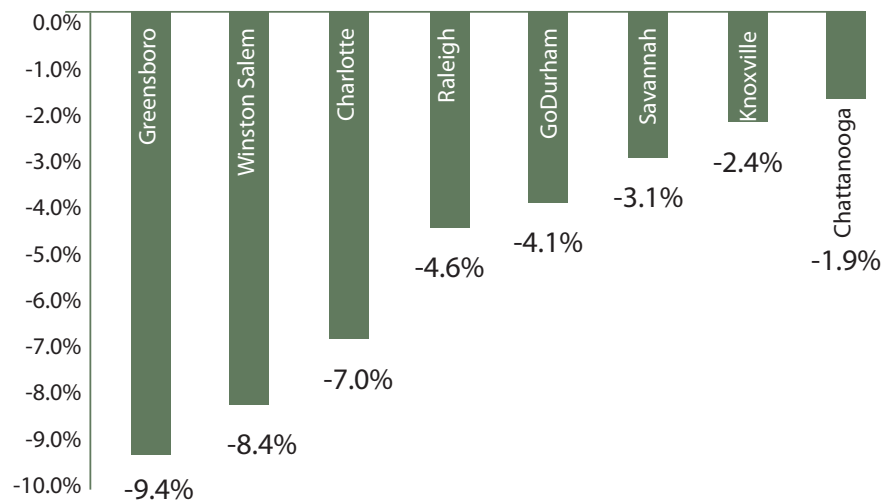**64%** Ease of Bus Connections

GoRaleigh Ridership

Transit System Users from Outside of Raleigh

Fixed Route Ridership Decline Comparison

GoRaleigh's ridership decline is similar to what is happening in the region and industry. In a study completed at the end of Fiscal Year 2016, GoDurham, Greensboro, Winston-Salem, Savannah, Knoxville, and Chattanooga all reported declines in ridership. Contributing factors in all cases were lower gas prices and increased competition from ride-sharing services providers such as Lyft, Uber, and commuter van services. While overall GoRaleigh ridership saw declines, the Clayton, Fuquay-Varina, and Johnston County express routes exprienced increases.

Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.

TT 1.1 Review and Evaluate Project Delivery Process
Initial plans for this initiative called for Lean Six Sigma training for transportation project delivery. Subsequent cross-departmental discussions revealed citywide interest in Lean Six Sigma training for appropriate staff, consequently a coordinated corporate training effort will be pursued. While the citywide Lean Six Sigma training exploration moves forward, Transportation staff will continue working with peer municipalities across the state to gather feedback and innovative ideas for project delivery improvements.

TT 1.2 Transit, Transportation & Land Use Vision
Staff created videos that communicate the City's vision for transit, transportation, and land use. As part of the dissemination plan, the videos will be shared on the City's website and social media in early 2017. The videos speak to the important role transit will play in the City's Comprehensive Plan update.

TT 1.3 Data-driven Transportation Investments
City staff held data work sessions with data owners and stewards from local and regional transportation organizations to better understand transportation practitioners' data needs. Over the past year, staff has worked to create a transportation data inventory, which now includes over 50 datasets across seven local, regional, and state organizations.

1,089.9mi of streets

Beginning in FY2017, the City will contract with a third-party vendor to conduct a sidewalk/street inventory and pavement condition assessment. This will allow for more objective and accurate inspection data, as well as, provide a variety of other data points related to City assets.

**Enhance the safety, maintenance, convenience, and appearance of
the transportation network in order to give more people more choices.**

TT 2.1 Strengthen Transportation Connections between Modes
Staff continues to work on enhancing mode connections on multiple scales. In the intra-state to region-wide level, staff continues to work on Raleigh Union Station Phase I, which is anticipated to open in spring 2018, the GoRaleigh Station renovations, and the feasibility study for the Raleigh Union Station Phase II bus facility. On a region-wide to county-wide level, staff has begun implementation planning for the Wake Transit Plan, which will begin with a detailed multi-modal plan for Downtown; staff anticipates beginning implementation in early 2017. On the city-wide level, staff is working to develop GIS maps and tools to identify possible gaps between existing and planned infrastructure and position projects for future bond funding.

TT 2.3 Develop Maintenance and Improvement Plans
Staff is working cross-departmentally to identify potential transportation network projects for the next three to five years. As part of the Capital Improvement Plan update (CIP), staff will not only identify transportation network projects and lifecycle costs but will also ensure plans for the maintenance of those projects are included in the CIP. This effort will be done in concert with the newly adopted Wake Transit Plan, which can provide additional funding sources separate from any potential City of Raleigh bond issuances

TT 2.4 Position Select Greenway Trails as Transportation Options
Several CIP projects that will advance this initiative are underway, including the Crabtree Creek West, Pigeon House Creek, and Rosengarten greenways. These projects are locally and regionally critical and will significantly improve the desirability of the greenway system being used for transportation. Through a partnership with North Carolina State University, baseline data has been collected that provides a better understanding of how the system is currently being used and how to better position it for transportation use.
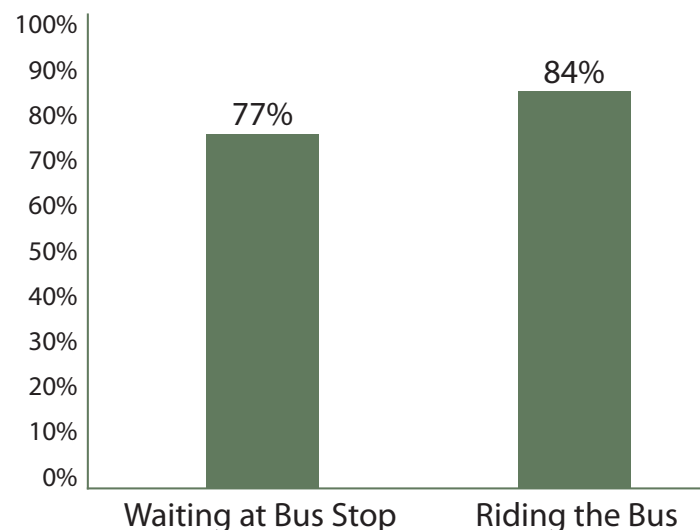
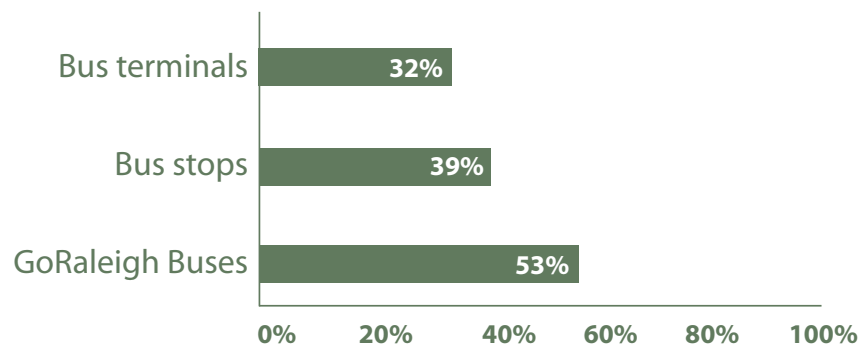**34%** Percent rate the city's transit network as being able to serve those with disabilities

12% Percent indictated they frequently or very frequently use the city's greenways for transportation

Transit Users Rating of GoRaleigh[22](percent "safe" or "very safe")

Community Ratings on GoRaleigh Cleanliness (percent "good" or "excellent")

TT 2.2 Improve Transportation Experience

GoRaleigh continues to expend $750,000 annually, using existing local and federal funding, to improve passenger amenities within the City of Raleigh. These funds have resulted in the construction of approximately 30 new Americans with Disabilities Act (ADA) accessible bus stops and equipping bus facilities with shelters, benches, trash receptacles, improved lighting, and real time passenger information displays at transfer locations. Additionally, staff will continue to implement bus stop consolidations to improve on-time performance and to improve the quality of bus stops in the transit network. In November 2016, Wake County residents approved a half percent local sales and use tax for public transit. This successful referendum will provide up to $75 million annually in additional revenues for transit. Staff has contracted with consultants for the development of an implementation plan for the phasing of new services defined in the Wake Transit Plan. Implementation will occur in phases, as supporting infrastructure, such as buses, are procured. The resources made available through the Wake Transit Plan will further enhance the availability and quality of bus stop amenities, including pedestrian and bicycle improvements.

Connect the City's transportation network to the region through partnerships.
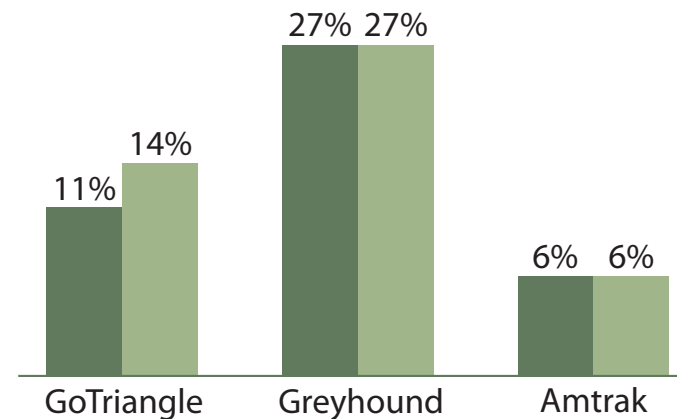
TT 3.1 Transportation Relationships & Partnerships
City staff actively participates in the Transportation Planning Advisory Committee (TPAC). Participating in TPAC allows City staff to build relationships and share information with representatives from other jurisdictions.
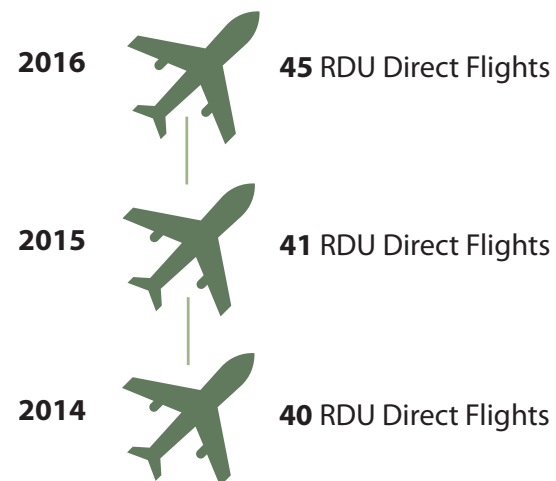
TT 3.2 Wake Transit Investment Study
A half percent local sales and use tax for public transit was approved in November 2016. The Wake County Board of Commissioners is expected to enact the tax during the second half of Fiscal Year 2017. The next step involves developing an implementation plan that refines the high-level assumptions of the adopted plan; City staff will continue to monitor and participate in this process. Securing voter approval was a major milestone; successful implementation still hinges largely on securing federal assistance for the Commuter Rail and Bus Rapid Transit components of the plan and continued availability of non-discretionary financial support from both the federal government and the State of North Carolina.

GoRaleigh Regional Connections by Mode

GoTriangle	Greyhound	Amtrak
11% 14%	27% 27%	6% 6%

RDU Direct Flights

2016   **45** RDU Direct Flights

2015   **41** RDU Direct Flights

2014   **40** RDU Direct Flights

Establish Raleigh as the leader in transportation innovation.

TT 4.1 Transportation Innovations
The aim of this initiative is to develop a process to foster the implementation of bold and innovative pilot projects. Staff has made good progress in the larger area of organizational innovation. An internal group of employees, called the I-Team, was created to implement IDEAraleigh, a pilot program that uses a crowd-sourced process to capture innovative ideas that benefit the community. In addition, staff has fostered a partnership with North Carolina State University centered on the development of Smarter Cities, which blossomed from the City and University's coordinated effort to develop the Beyond Traffic US Department of Transportation grant proposal in late summer 2016.

TT 4.2 Alternative Fuel Technologies—Transit Services
The Raleigh Transit Authority (RTA) continues to review the Compressed Natural Gas (CNG) feasibility study and recently instructed staff to complete an analysis of electric bus technologies. In addition, Raleigh Public Utilities Department recently presented its planned anaerobic digestion conversion to the RTA. This process will convert methane gas to CNG and could produce up to approximately 60 percent of the CNG fuel needed to operate the City's transit fleet annually.

TT 4.3 Regional Transportation Summits
The Urban Streets Symposium, which is expected to draw over 400 attendees, has been confirmed for May 2017 at the Raleigh Convention Center. Additional opportunities to host summits focused on broader subject matters that include transportation-focused topics and speakers are being explored with multiple departments in the City.

In addition to developing a more eco-friendly fleet, the City has taken steps to educate City of Raleigh employees on the importance of using alternative fuels and has partnered with North Carolina State University to provide eco-friendly driver training to appropriate City employees.

■ % of non-alternative vehicles   ■ % of alternative vehicles

Alternative Vehicles in City Fleet[23]
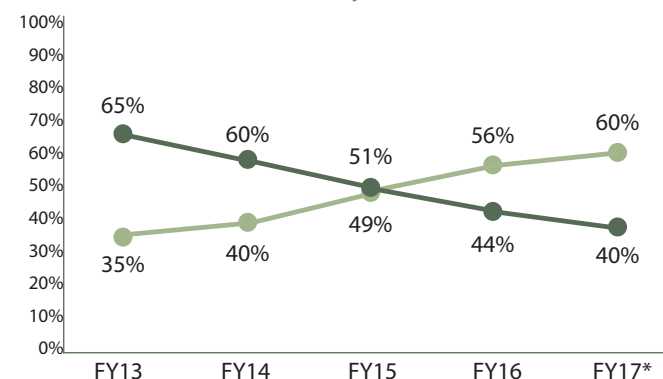
*FY17 data as of October 2016

Data Endnotes

Many data points included in this report are provided by City of Raleigh Departments. The endnotes below provide additional information regarding some of the data presented in the report. Should you have questions about any of the performance measures included in this report, please contact the City's Budget and Management Services Department at 919-996-4270.

1. Community Survey data: shared throughout the report. The community-wide random sampled survey was conducted by the ETC Institute from November through December 2016. Percentages exclude "don't know" responses. The national average represents average as calculated by ETC Institute.
2. Raleigh Accolades: to learn more about Raleigh's recognitions and accolades visit: http://www.raleighnc.gov/government/content/PubAffairs/Articles/AccoladesRaleigh.html.
3. Creative Vitality Index: calculated by WESTAF Creative Vitality Suite.
4. Arts and Culture Economic Impact: this is the latest available data calculated by the Americans for the Arts, Arts and Economic Prosperity IV.
5. Hotel Supply and Demand: Data source is Greater Raleigh Convention and Visitors Bureau.
6. Wake County Visitors: data source is Greater Raleigh Convention and Visitors Bureau.
7. Historic Sites and Landmarks: Numbers include sites and structures that are protected through the Certificate of Appropriateness (COA) process; thus, new buildings within historic districts are included in these numbers because regulating the non-historic buildings assist in protecting the character of the historic district as a whole.
8. Data Source: US Census Bureau American Community Survey 1-year estimates.
9. Unemployment Rate: 2016 data represent average from January through November 2016 (December 2016 data not available at time of printing). Full calendar year data will be available in the FY2017 Year-End Performance Report. Numbers are seasonally unadjusted. Source is North Carolina Department of Commerce Labor & Economic Analysis Division.
10. Incubator/Co-work Space: data self-reported by incubators and co-work spaces.
11. Start-ups/Small Business Interactions: startups/small business defined as businesses with less than 25 employees.
12. Available Non-residential Square Footage: data source is Triangle Business Journal Space Report.
13. Air Quality Index: data source is U.S. Environmental Protection Agency AirData. Air quality data cover the Raleigh Core Based Statistical Area. The EPA notes that annual statistics for 2016 are not final until May 1, 2017.
14. Financial Transactions Payment Method: electronic refers to an automated payment method.
15. Average Years of Service: calculated for full-time employees only.
16. Average Time to Hire: Number of calendar days between the eligible list (list of qualified candidates forwarded to the hiring manager from the Human Resources Department) and the offer of employment.

Data Endnotes

17. Person and Property Crimes per 100,000: adhere to National Incident-Based Reporting System (NIBRS) definition of person and property crimes. FY2015 population is based on July 2015 official US Census Bureau, Population Division estimate. At the time of report preparation, a 2016 Census population estimate was not available consequently the 2016 population uses an estimate of a two percent increase over the 2015 Census estimate.

18. Average Response Time to Priority 0 Calls: Priority 0 calls include—Fight, Fight with Weapons; Shots into Building, Residence, Vehicle; Subject Shot; Homicide; Domestic Disturbance with Weapons; Officer Down; Subject with a Gun; Disturbance with Weapons; Crash – Aircraft; Crash – Boat; Crash – Fatality; Crash – Injury/Pinned In; Crash – Train/Injury; Armed Robbery; Attempted Armed Robbery; Rape; Mental Commitment/Violent; Robbery Alarm; Assault by Pointing (a Firearm); Active Shooter; Breaking and Entering (Non-Residence); Breaking and Entering (Residence); Breaking and Entering (Vehicle); Bomb Threat; Vehicle/Foot Chase; Check In with Police; Car-Jacking; Drowning; Home Invasion (In progress or Earlier); Hostage; Kidnapping; Missing Person Endangered; Panic Alarm; Weapons of Mass Destruction; Stabbing; Strong Arm Robbery.

19. Racially Concentrated Areas of Poverty (RCAP): RCAPs are defined as a Census Tract that exhibits both of these characteristics according to Census data: (1) more than 30% of residents live below poverty level and (2) more than 50% of households are non-white.

20. Life Expectancy by Zip Code: calculated by the Virginia Commonwealth University Center on Society and Health. The study was unable to calculate life expectancies for the following zip codes due to insufficient data: 27517, 27607, 27695, and 27709.

21. Bike Lanes and Paths: miles are for on-road network only and do not include greenways, wide sidewalks, or sharrows/shared lane markings - which are not dedicated facilities for bicyclists but are marked parts of our network.

22. GoRaleigh Transit Survey: 2015 survey of transit users.

23. Alternative Vehicles in City Fleet: alternative vehicle is defined as vehicles with license plates, not equipment, that use Biodiesel, E85, Propane, Compressed Natural Gas, and Electricity. Does not include hybrids. Excludes GoRaleigh and Fire Department's fleet.

24. General Fund per Capita: FY2015 population is based on July 2015 official US Census Bureau, Population Division estimate. At the time of report preparation, a 2016 Census population estimate was not available consequently the 2016 population uses an estimate of a two percent increase over the 2015 Census estimate and 2017 population uses an estimate of two percent increase over the 2016 estimate.

25. The interest to hold events at the Raleigh Convention Center (RCC) from local, regional, and national organizations continues to remain strong. The attendance at the RCC can fluctuate dramatically based on a single event. Attendance can be impacted by a number of factors including weather and other competing events in the region. As the traveling Broadway market has shifted, it has resulted in a decrease in our overall attendance at the Duke Energy Center for the Performing Arts. Though attendance is down due to the lack of available inventory of Broadway shows, it has offered the resident companies more opportunities to produce shows. As a result of the limited inventory and in an effort to manage the financial risk exposure for the City, staff has strategically reduced the number of shows that Broadway Series South presents at the Duke Energy Center for the Performing Arts.
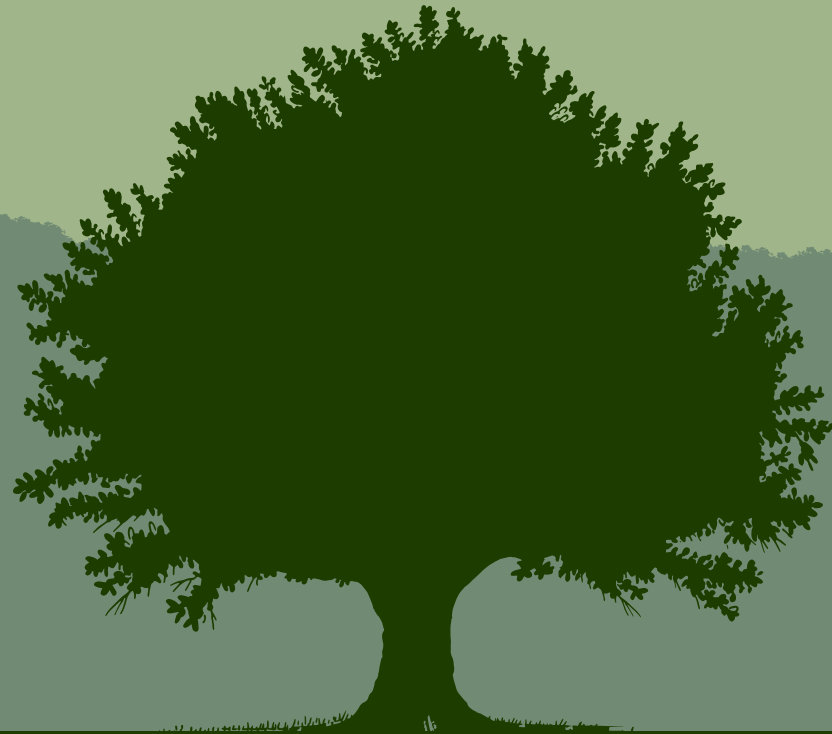
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raleighnc.gov/strategicplan